INNO tools

REPORT

Innovation and the most innovative marketing tools in SMEs and Startups

Area of interest: Italy - Slovenia

WP 3.1.2 - Interview

INNO tools

Practical Case:

alpenite

WP 3.1.2 - Interview

Alpenite

Idea, Mission and Vision

Alpenite (http://www.alpenite.com/) is an idea of Giulio Marcon, Marco Dalla Libera and Gianluigi Alberici.

Basing on their working background, the three founders realized that system integrators usually offer standard solutions to all their clients, restricting themselves to only customize software.

This is one of the reasons why they founded alpenite in 2010: the mission is to provide an active support for the digital transformation of companies, through three main activities: software development, strategic consulting, and creative agency. Alpenite' DNA is represented by the offer of a "digital total care", valuing its clients (and theirs: the tag-line is "We care for your customers") in the long-term – thus creating partnerships for a mutual growth.

Vision:
Offer a "digital total care" to every company that starts a digital transformation process
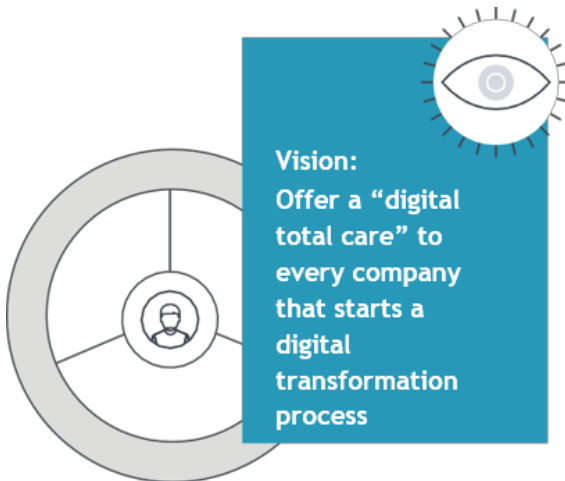
Industry and Competitors

Alpenite core business is strictly linked to ICT industry, even though its mission is wider: it's important to underline that the company is now part of a group formed by alpenite itself, ccelera, and Concrete, and it often works with Vulcano, a contemporary art company. With such a clear and unique identity, it's quite simple to pinpoint who its competitors are. The company can differentiate from other ICT consulting or potential competitors because of three key strength:

- an interdisciplinary approach, which mixes the digital development together with contemporary art and business consulting;
- a strong international vocation expressed by its presence in three continents;
- a continuous monitoring of the latest trends and research discoveries.

Customers

Alpenite doesn't have a precise type of customer: every company that wants to start a digital transformation process could become its costumer. Even though it is widely accepted the importance of this process, companies often don't have a clear, planned strategy: they ask to benefit from alpenite digital advisory unit (Concrete).
Currently, it speaks to different companies, from Italy and abroad, but it is particularly strong in some fields, such as luxury and fashion, retail, food and beverage, and utilities.
This trait is easily explained by the great dynamicity of those industries: their ability to intercept market sudden changes and their will to find the best, innovative solution made them among the first in the corporate world to adapt to the digital revolution.

Myself

Giulio Marcon founded the original company in 2010, which was based in Austria; the next year it arrived also in Italy. He has a solid scientific background: he has a Computer Science PhD, and also many teaching experiences. He combined his academic profile with direct fieldwork: he worked for IT consulting companies and web agencies, mainly in Italy and Austria.

Marco Dalla Libera has a master's degree in Computer Science and Statistics for companies' Management. Before founding alpenite, he mainly worked with a precise focus on innovation for Altevie Technologies, an IT consulting partner of SAP, where he and Giulio Marcon met.

Gianluigi Alberici, who is an industrial engineer, was a SAP customer as a multinational corporation CIO. Together, they foresaw the imminent change and decided to manage it with an innovative approach.

The very specific expertise and the inclination of alpenite to continuous research and development of customized processes goes at the same pace with its practical orientation and deep comprehension of customers and industries, forming a perfect mix to fulfill every digital transformation need of the corporate world.
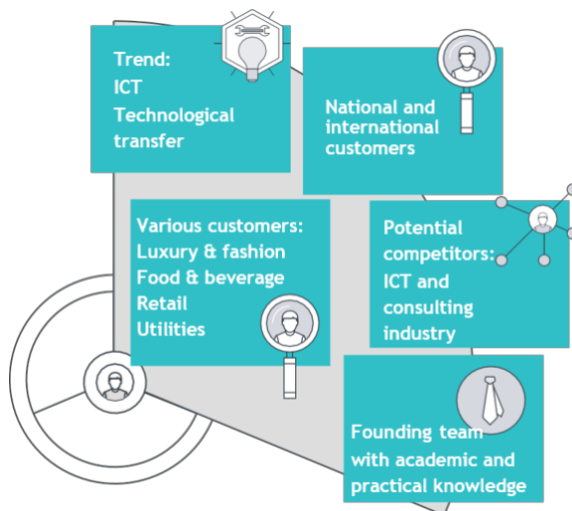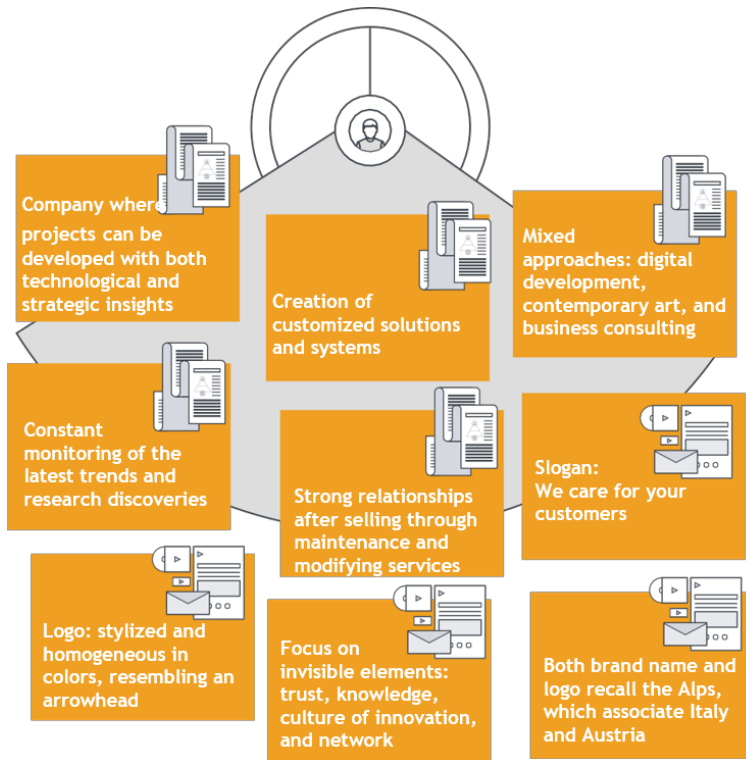
Development building blocks

Story

The founders had a precise idea of what a system integrator company should do, and what other companies didn't do at that time. In their opinion, alpenite should be a strong supporter of digital transformation in various industries, both from technological and strategic point of view; thus, they could offer a proper solution to every specific need of their costumer. They didn't just customize the standard software available or propose new technologies, in the first place they wanted to define a clear strategy to make the digital innovation real and effective. This was the reason why the founders decided to place side by side the system integrator unit and the digital advisory unit, focused on business and strategy. Then, they added a third sector to enhance the thoroughness of their offer: like a creative company, they can now work with their costumers on contents (communication, branding, design). These three units work on four macro-areas: first in chronological order, e-commerce; costumer (a vast range, from marketing to social network); experience (management system, development, installation at events, etc.); last added but with a growing importance, people (relationship between company and employees).

Alpenite doesn't create default models, partly because every project needs a specific development, based on the needs of the single costumer; partly because it's considered an opportunity to explore new methods, approaches, and/or technologies, thus expanding their knowledge and expertise. After the selling, alpenite maintains the relationship with its customers through maintenance and modifying services. In this way, the company creates its value on relationships based on trust, culture of innovation, and on a mutual growth.

Visual elements

The brand name, alpenite, is always been the same and (just like the logo) recalls the name of the mountains between Austria and Italy, the countries where the company was founded.

Instead, the logo has been recently changed. The old one clearly represented a mountains' outline in a realistic (even though naive) way, even by the color choices (green, blue, and white). The new logo is now more stylized and homogeneous in colors, resembling an arrowhead. The company registered a web domain and it has many profiles on social media networks, to broaden its communication tools.

Its slogan is: "We care for your customers".

Company where projects can be developed with both technological and strategic insights

Creation of customized solutions and systems

Mixed approaches: digital development, contemporary art, and business consulting

Constant monitoring of the latest trends and research discoveries

Strong relationships after selling through maintenance and modifying services

Slogan: We care for your customers

Logo: stylized and homogeneous in colors, resembling an arrowhead

Focus on invisible elements: trust, knowledge, culture of innovation, and network

Both brand name and logo recall the Alps, which associate Italy and Austria

Internal branding

Alpenite has few but distinctive values: it wants to give a full spectrum support for the digital transformation of companies, or "digital total care", as the founders calls it. For them, it's essential that the high level of competition is pointed to other companies, not right inside: internal cooperation is a keyword to promote a healthy working environment and to avoid knowledge dispersion.

It believes in the collaborative training and development between Universities and companies; although at this moment it has few active collaborations, mainly with Padua University, it's eager to strengthen this feature and broaden its horizons.

Communication

Regarding the communication, alpenite has not a well-defined strategy, mostly because of ICT industry itself. In fact, it's not easy to create a successful advertising campaign for a system integrator. It has tried various outbound operations, but currently they're not managed with the proper investment of time and resources.

Despite these and other difficulties (such as the impact evaluation of every communication act), it is present on every most popular social media and has its own newsletter. However, the founders find more interesting the attendance and the organization of events and, above all, webinars. In this way, alpenite can reach the double goal of communicating and getting in touch with the latest trend.

The founders agree that the most important and successful marketing tool for the company is WOM, word of mouth marketing, that spreads its reputation among customers.

Channel strategy

Alpenite uses its channels knowing that the main role for its marketing is WOM, as written before. The website is essential but conveys efficiently the company mission and vision, while in other social media such as Facebook it relies mostly on short videos and engaging contents about their activities and events.

Links:
http://www.alpenite.com/
https://www.facebook.com/alpenite
https://www.linkedin.com/company/alpenite
https://twitter.com/alpenite
https://www.instagram.com/alpenite/

Validation and evaluation building block

The brand was developed through the close relationship with customers, based on long-lasting trust. Now, the company awareness is very high and often customers search directly the company and its services.
Such awareness derives from networking activities and participation to calls for bids coming from Italy and abroad: this is an important communication tool that helps to build a strong reputation and to contact new potential customers.

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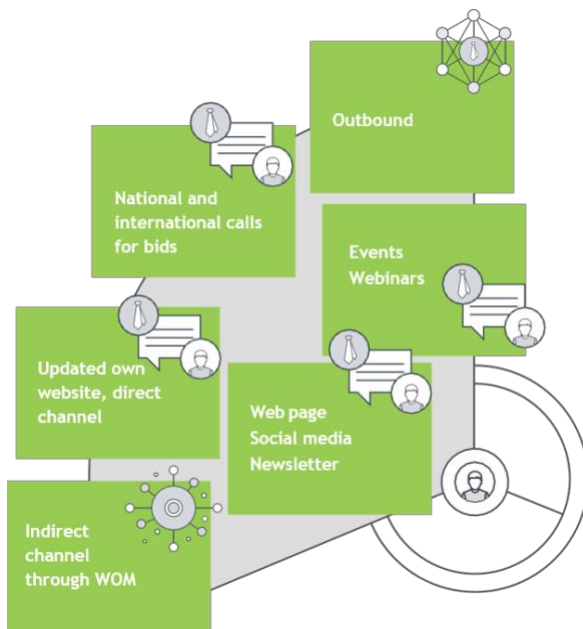
Practical Case:
Fablab

WP 3.1.2 - Interview

Fablab

Fablab was founded in Venice in 2013 by Leonidas Paterakis and Andrea Boscolo. The company is based at Vega, the scientific and technological park of Venice, the project VegaInCube. Since 2017 it's a spin-off/start-up officially approved by the Iuav University of Venice. Fablab Venezia is part of a global network of the Fab Foundation, founded at the M.I.T. of Boston. Fablab works with the glocal network and its aim is to share knowledge and research, creating affordable resources and equipments through laboratories to develop invention and prototypes. The Fablab project was projected as a global project, with its own philosophy and values. The global network is composed by multiples local network realities.

Today the company counts 9 employees, and it also collaborates with several professional figures.

Idea, Mission and Vision

The digital fabrication and the social innovation are extremely weak in Italy, mostly because of the conservatory system and the mass production.

Fablab vision is to improve the "do it yourself" model along with a reverse engineering concept.

Fablab is composed by three principal business model: the service, which is for who doesn't know how to do and doesn't want to learn how to do; the education, which is for who doesn't know how to do but wants to learn; the laboratory, which is for who knows how to do and wants to do. The aim is to improve the "know-how" and to reduce the digital divide.

The laboratory is a place with free access for everyone, where the entrepreneurs, entreprises and others can design their own projects, inventions, prototypes. The laboratory consents free access to an open source of global network of knowledge.

Some of Fablab's keywords are "mass customization", " know how", "open source", "digital fabrication" and "social innovation".

ision:

mprove the "do it yourself" model along with a reverse
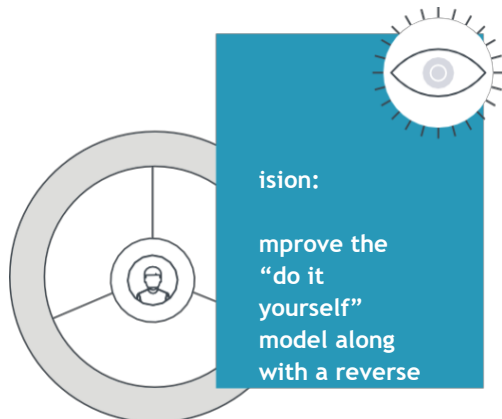
Industry and Competitors

The nowadays market is changing from a mass production to a mass customization. This is a new trend that the market will absorb in the future. The company puts itself in the market knowing that lot of people develop projects and share them with the world, the Fablab is the physical place where citizens could go and find all this knowledge, along with the concentration of machines, materials and softwares inside laboratories. The laboratories are supplied with economics machines and materials, they provide the access to an open source and are affordable for everyone. Fablab wants to give the knowledge to everyone and to improve the increase of knowledge with its global network.

Fablab takes the client to the laboratory and develops with him his project, step by step, with other professional figures and thanks to all the information available on the open source. The project is designed and produced in the laboratory thanks to all the machines and materials. All this journey has the aim to take the client from an idea of mass production model to the mass customization one. New information discovered during the process of the project will be shared on the open source international network platform.
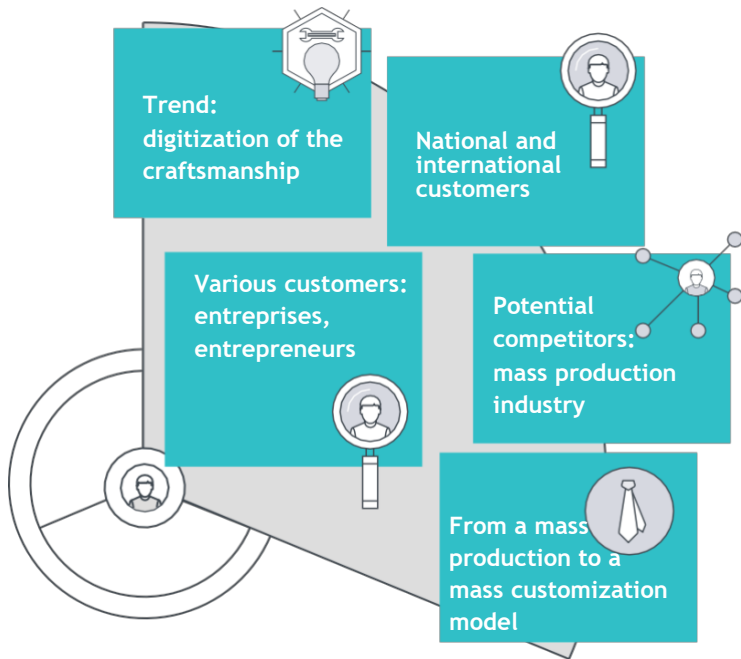
Customers

Fablab doesn't have a clear type of customer but rather it speaks to a very wide range of companies and private entrepreneurs. The company currently works with industrial enterprises, private entrepreneurs and several business sectors, but it mainly support customers interested in improving and developing new technologies with innovation and the open source model.

Fablab can work with any type of company and entrepreneurs, but it wants to work with customers to create a mass customization through a reverse engineering that is far from the classic industry engineering process.

Myself

One of the two founders of Fablab, Mr. Andrea Boscolo, has a very strong background in projecting, he works not only in the architectural field, but also in the design one. He works as manager for Fablab Venezia along with his partner and co-founder Leonidas Paterakis.

Trend: digitization of the craftsmanship

National and international customers

Various customers: entreprises, entrepreneurs

Potential competitors: mass production industry

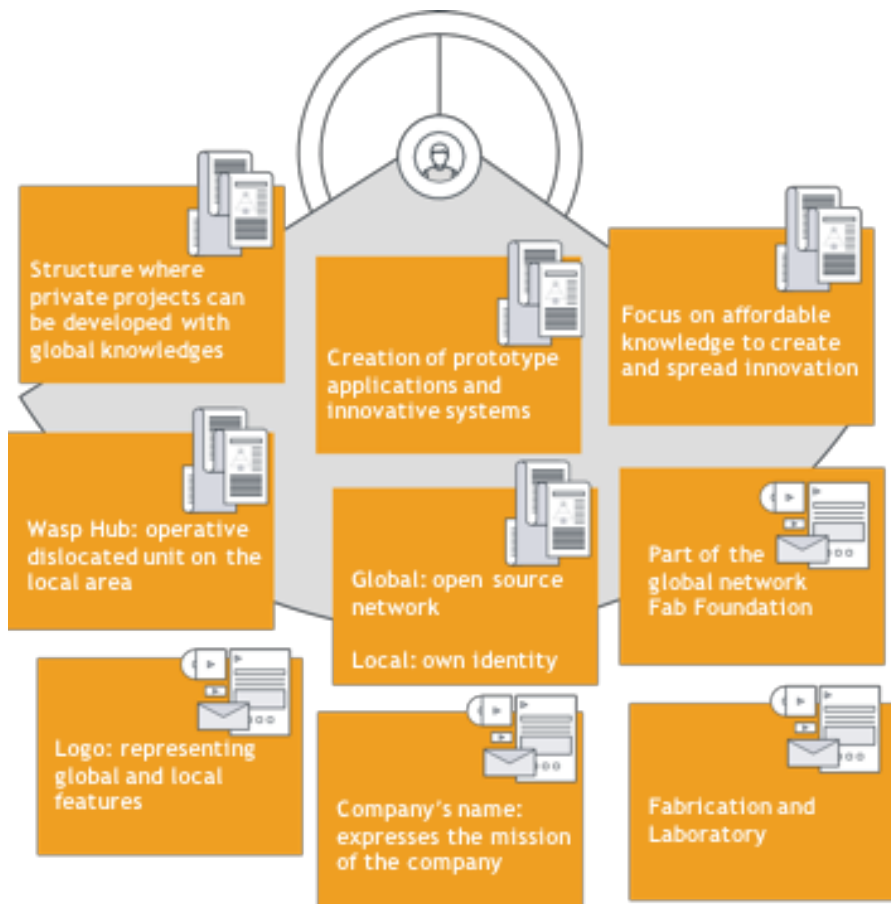From a mass production to a mass customization model

Story

Fablab Venezia is part of a global network of the Fab Foundation, founded at the M.I.T. of Boston. Every Fablab around the world is both a global and a local structure: global because all the Fablabs are connected with an open source network; local because every Fablab has its own identity and works in the local area with local customers and citizens. Fablab Venezia is a Wasp Hub, an operative dislocated unit on the local area with the aim to create and spread innovation.

Mr. Andrea Boscolo and his partner Leonidas Paterakis were aware of how the Veneto region, and all Italy, is lacking in this sector and is still working in a mass production market. In particular, they felt the need to create a local place where customers and citizens could find affordable innovation and global knowledge. This model is though for privates, small/middle size enterprises and entrepreneurs, which are the most common business realities.

The team is composed by 9 people, but they actively work with the teams of the global Fablab network.

Visual elements

The company's visual elements are quite strong. The company has a logo, which includes its global and its local features. If we split the name of the company in two, the result is two words: fab and lab, which stay for fabrication and laboratory; fabrication laboratory is exactly the innovative project that the company proposes. The name itself expresses the whole mission of the company. The name of the company was wisely chosen. In the digital era the customer needs to understand directly at first sight what is the aim and the mission of the company.

Structure where private projects can be developed with global knowledges

Creation of prototype applications and innovative systems

Focus on affordable knowledge to create and spread innovation

Wasp Hub: operative dislocated unit on the local area

Global: open source network

Local: own identity

Part of the global network Fab Foundation

Logo: representing global and local features

Company's name: expresses the mission of the company

Fabrication and Laboratory

Implementation building blocks

Internal branding

Above all, Fablab likes to describe itself as an open source for digital fabrication and social innovation. This must be intended that every Fablab must share the company's values and philosophy.

Communication

This year Fablab succeeded to explain more widely and in detail its dna both as Fablab global project and as Fablab Venezia local project.

Since its birth in 2013 Fablab is aware that the communication is a fundamental channel for a innovating entreprise. Fablab uses as communication tools social networks to fulfill its goals in the fields of the digital fabrication and the social innovation.
Fablab uses not only social networks to communicate its dna, but also innovative initiative as open lab during the open days and several free activities.
Fablab's aim is to improve the social innovation through all these tools.

Thanks to its global network Fablab is able to be present all over the world and every Fablab is different and unique inside this global local network.

Channel strategy

One first very important direct channel for Fablab, is its website.
A second important channel are social networks.
Fablab organises open lab during its open days and several free activities both for entrepreneurs and enterprises.
Fablab works in a market that is mostly new and unknown, because of this and because of the huge platform that the main industries of the sector control, is very thought to do communication and to reach new customers.

In the future the company is planning to spread more widely its influence putting a particular focus on reverse engineering and on open source model to reach out more customer and to educate them to the mass customization. These innovations have to be spread not just in common sectors, but also in academics and more conservatives ones.
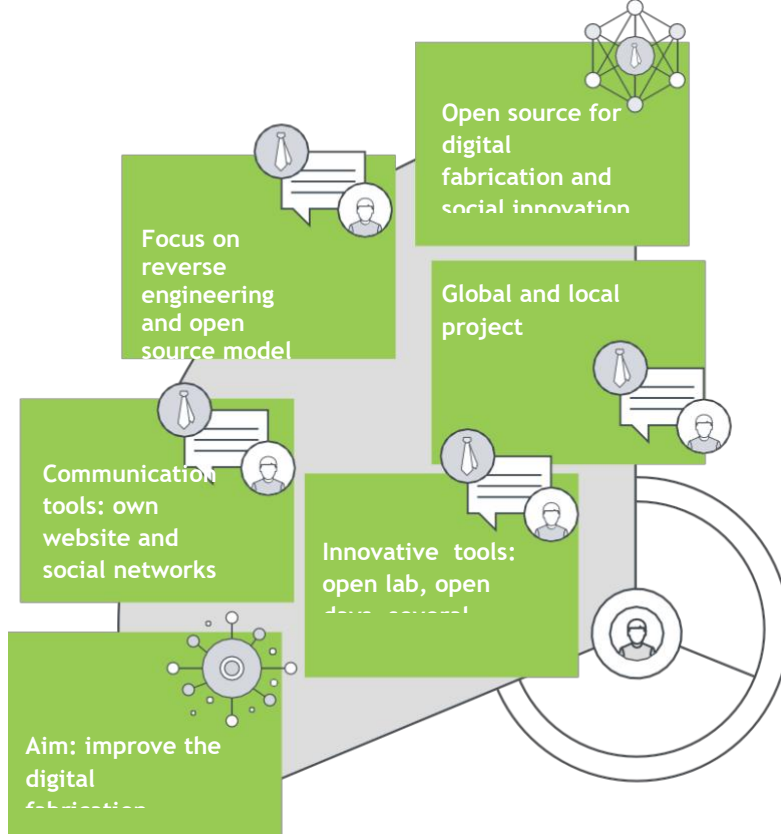
Links:
http://www.fablabvenezia.org
https://www.facebook.com/fablabvenezia/
https://twitter.com/FablabVenezia
https://www.instagram.com/fablabvenezia/
https://www.pinterest.it/fablabvenezia/
https://www.youtube.com/channel/UCDRiljZEnibTb_qwi6S4ZQg

Open source for digital fabrication and social innovation

Focus on reverse engineering and open source model

Global and local project

Communication tools: own website and social networks

Innovative tools: open lab, open days, several

Aim: improve the digital fabrication

Validation and evaluation building block

The brand has developed greatly thank to the global presence of Fablab all over the world and its capability to connect with enterprises and entrepreneurs on a local level. Every Fablab has a close relationship with customers and the open source permits the global connection of all the Fablab which lead to a worldwide condivise network of customer. One of the most important company's values is the condivision of its philosophy.

Glocal presence

Worldwide network of customer

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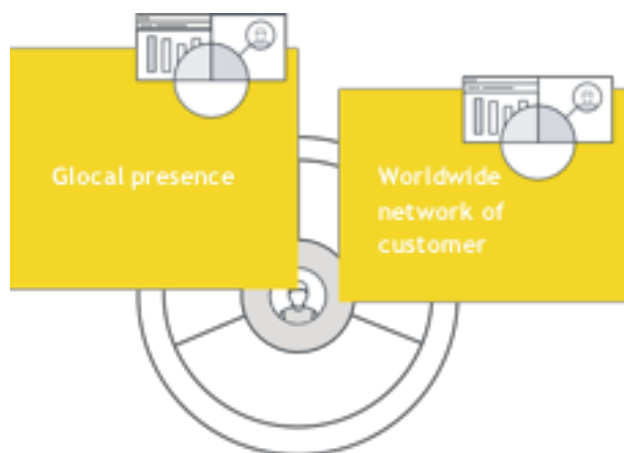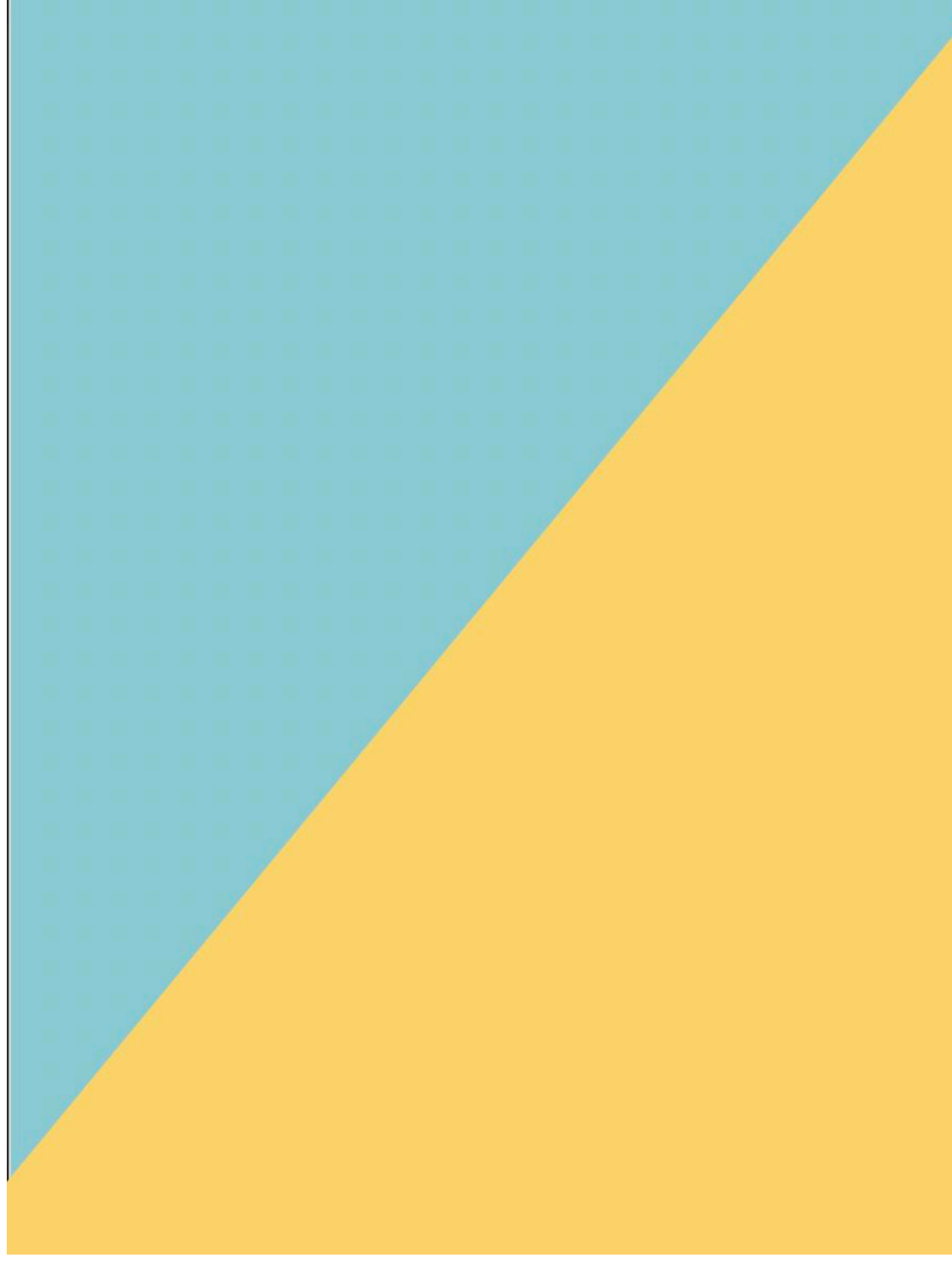
Practical Case:

Nexia

NEXIA Nexia

Idea, Mission and Vision

Nexia was born to offer a technologically advanced product which is also excellent in terms of sustainability.
Nexia is always up to date with the most innovative technologies trends, this is why its products keep improving their performance.
It is not just around the theme of innovation that Nexia designed its success, sustainability is another key element. A product not only must be technologically advanced, it must also respect the environment through water and energy saving.
Indeed, in a future time, Nexia's product will still focus on innovation and sustainability, and hopefully they will empower them both. Nexia on the other side, would also like to expand its production and diversify its offer.

Vision: Providing increasingly innovative and sustainable products

Contextual building blocks

Industry and Competitors

Nexia operates in the industry of producers of washing and dyeing systems for finishing garments. The performance of this particular sector is very unstable because the costumers are mainly situated in countries that are facing several problems: the majority of the textile production is localized in these countries because of the low cost of labor and raw materials. Almost all Nexia's costumers operate in countries such as Egypt, Morocco, Bangladesh and Pakistan where there are social, economical and political instabilities. For this reason, there are often market shocks and moments of consistent economic growth followed by periods of decrease. In this industry Nexia recognizes two main competitors in the Italian area that are quite different compared to Nexia. In fact, other companies do not produce high quality products: they use raw materials with a low quality (for example iron instead of steel) and they do not pay attention to aspects that Nexia consider fundamental such as sustainability and energy saving.
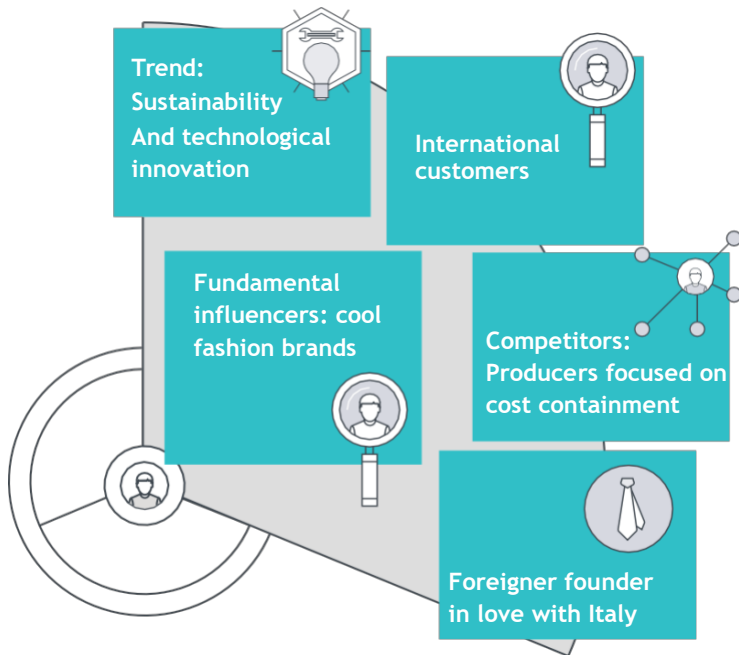
Customers

Typically, Nexia's customers are subcontractor companies of great fashion brands that sell jeans and knitwear.
For Nexia it's very important to communicate directly to the fashion brands. The latters need to understand the potentialities and quality of Nexia's machines. As a matter of facts, convincing those established fashion brands would mean to also condition the contractor's final choice.
Therefore, Nexia tries to impress a young target of people, those who are more keen on matters such as beauty and style.

Myself

The founder of Nexia is originally from Egypt. He studied at the university of Monza and this, contributed to make him falling in love with the Italian culture. This is why, he chose to establish his business in Italy: a country with a very rich history, a wonderful culture, full of art and overall where very high quality products are created.

Trend: Sustainability And technological innovation

International customers

Fundamental influencers: cool fashion brands

Competitors: Producers focused on cost containment

Foreigner founder in love with Italy

NEXIA Development building blocks

Story

The founder of Nexia, as a foreign person did not know well enough on how to operate in the Italian business environment. Therefore, in order to make up for this problem he decided to partner with Italian people who, by the way, had also a good experience in the sector.

Officially the company was born in 2013, at the beginning the company's turnover was obviously very small, and its reputation was still weak.
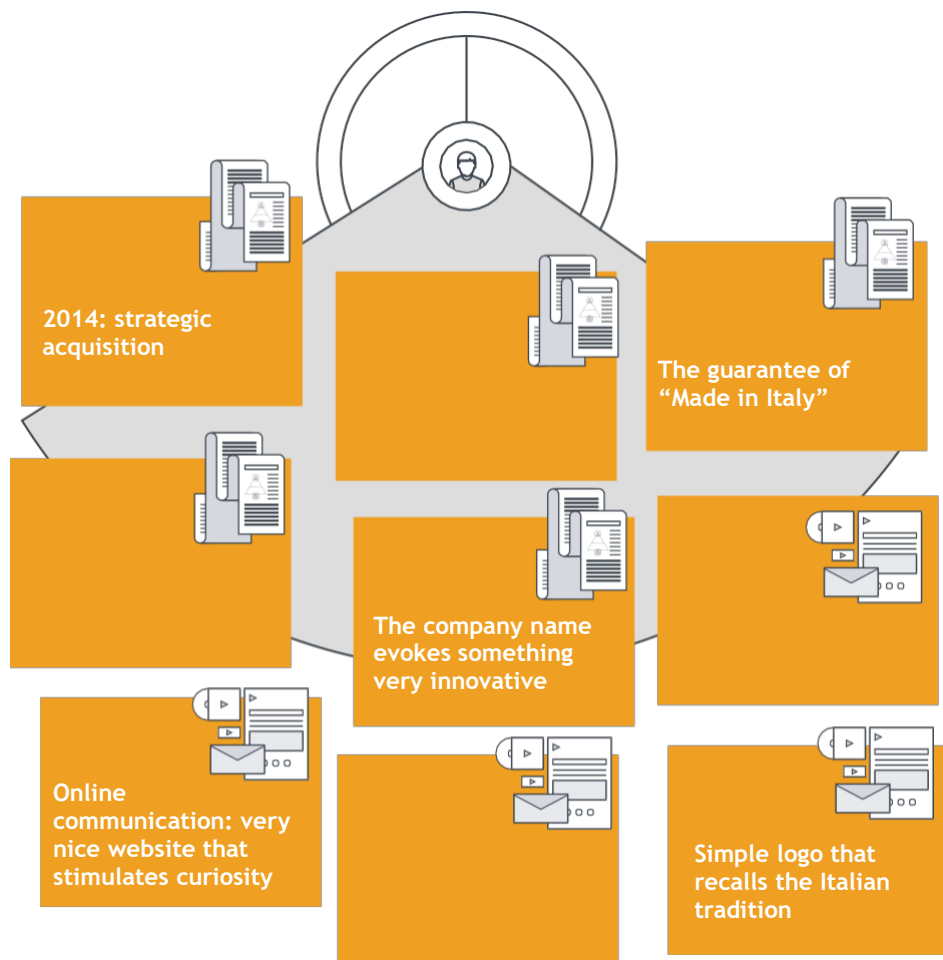
A great change came in 2014 when "De Franceschi", a brand of 180 years of history, was acquired. This latter strategic choise brought several benefits to Nexia and it gave the company a very decisive push to enter into the market.

Visual elements

The company's brand has always remained the same. The company uses its website as a first important communication tool.

The logo is a combination of the company's name with the colors of the Italian flag. The name of the company is meant to give a sense of something very innovative, while on the other hand the recall to the Italian flag wants to highlight how all the value chain is carried on within the Italian territory.

Nexia cares a lot about quality, and it is convinced that "made in Italy" ensures the highest standards in that regard.

2014: strategic acquisition

The guarantee of "Made in Italy"

The company name evokes something very innovative

Online communication: very nice website that stimulates curiosity

Simple logo that recalls the Italian tradition

Internal branding

The most important value on which the whole company is founded is that of sustainability. In fact, Nexia's goal is to create machinery that respects the environment and specifically that helps reduce water waste, the use of energy, chemicals agents and waste of materials.

Communication

Nexia takes constant efforts in order to improve the communication of its brand as well as of the company's values. It is essential for Nexia to do communication both towards its direct customers (those who will use the machines) as well as to final consumers (those who will wear the clothes). Consequently, Nexia communicates at multiple levels and using a vey wide range of channels.
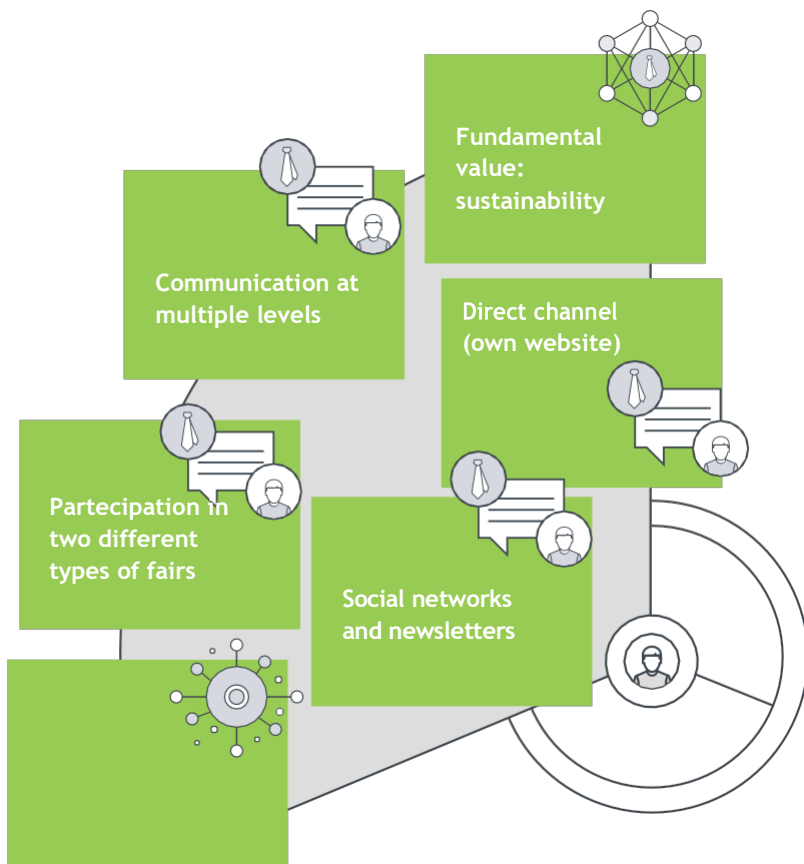The company has externalized some relevant communication processes to a marketing company. The latter, as a matter of fact, has developed the website, and it also manages social networks and newsletters.

Channel strategy

Networking events such as fairs are an essential channel in terms of communication. Nexia takes part in two different kind of fairs. The first kind is that specifically for machines producers, and Nexia last year has took part to 7 fairs of this kind.
On the other hand, Nexia takes also part to fairs for the textile industries as a visitor. In this contest indeed it wants to be always up to date with the latest fashion trends.
In addition to fairs, Nexia communicates through social networks and strong marketing campaigns. The aim is to impress the final consumers, that are those who will wear the clothes.

Fundamental value: sustainability

Communication at multiple levels

Direct channel (own website)

Partecipation in two different types of fairs

Social networks and newsletters

**Validation and evaluation building block**

The very low number of assistance interventions required for machineries still under warranty has immediately shown how high quality was not only a declared value but that corresponds to reality.

The real turning point for Nexia was when in 2014 was acquired the "De Franceschi" brand.

By benefiting from De Franceschi brand reputation of 180 years of story, the firm was capable to take off and strongly entering into the market.

Since then, Nexia has constantly increased its reputation and skills in terms of sustainability and innovation.

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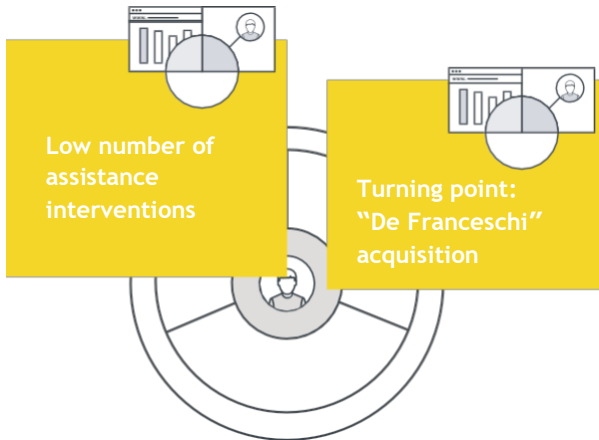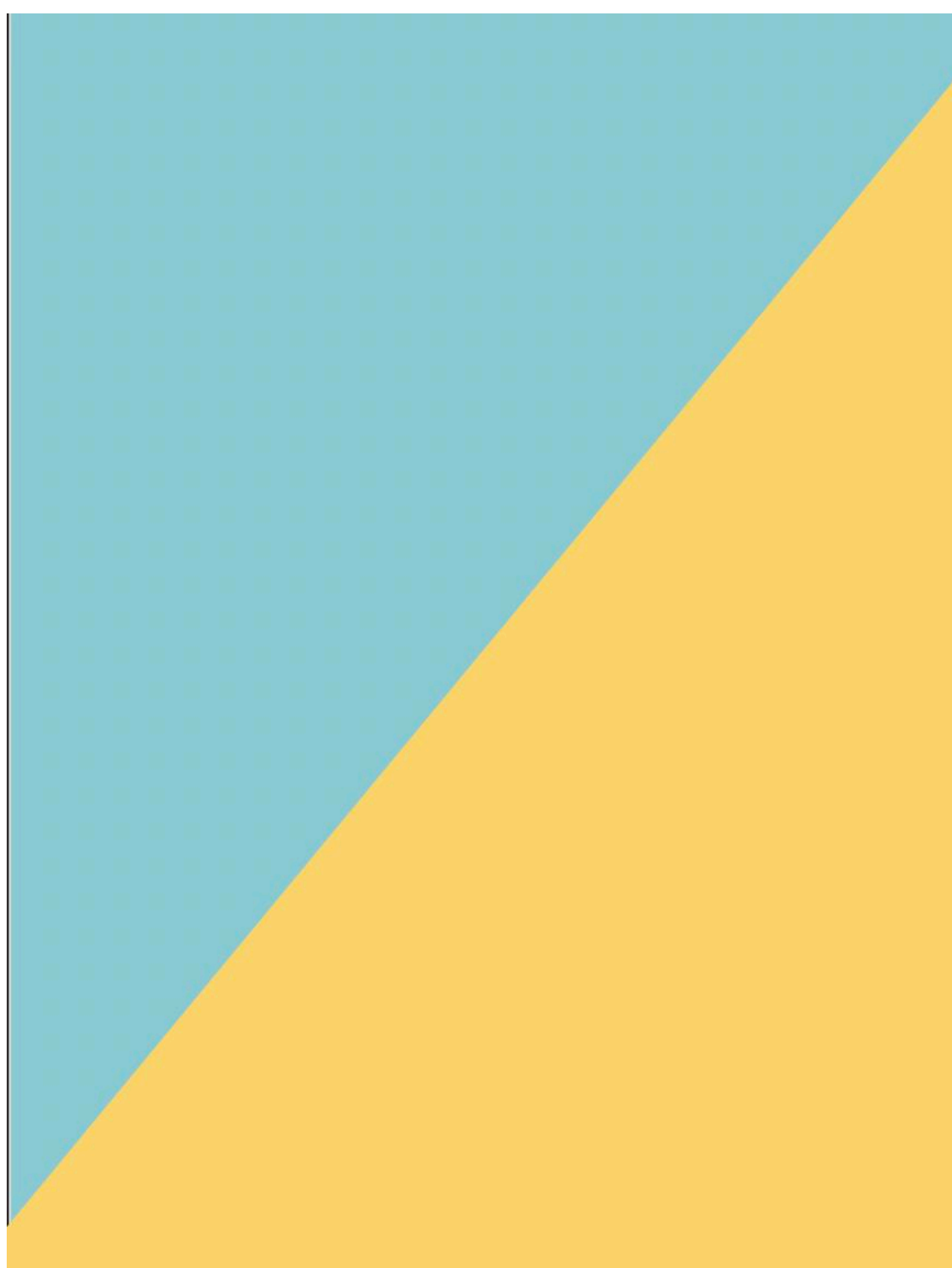
Practical Case:

BusForFun

WP 3.1.2 - Interview

BUSFORFUN

Idea, Mission and Vision

Busforfun (https://www.busforfun.com/) was founded in Montebelluna (Province of Treviso) in 2015 by four founders members who are now leading different divisions.
Studying German case studies about mobility and transport services, Bus for Fun's founders noticed that in Italy there wasn't a company that offers connection services linked to main events but many firms that connect places with fixed stops: so they saw an incredible business opportunity to invest in specially towards Millennials.
Since its foundation, the firm invested on mobility and transport services from/to events enabling consumers to buy not only the transport between places but events' tickets too.
They have a clear mission about the company: Busforfun aims to offer a comfort and safe experience to their consumers, deleting worries about the trip and the event.

Vision:
Deliver to people a comfortable, stress-free, social travelling experience

Contextual building blocks

Industry and Competitors

Travel industry, nowadays, is a flourish business to invest in because technology, economies of scale and boundaries' absence let people move across the country with easiness: Busforfun's core business is not exclusively point-to-point connection service like traditional transport firms do, but it has specifics like the organization, focus on consumers and emphasis on experience that are more peculiar of travel industry.

The firm has clear in mind that travel industry is a competitive one, perhaps satured and full of companies with similar offers: they know that they must differentiate from the common businesses if they want to be profitable and economically sustainable. This industry's type requires an unstoppable research of innovation, both product and process ones.

At this moment, Busforfun considers itself the only one that combine transport services to the destination with the event tickets' sale; the firm can't explicitly define who and how many are their competitors: surely likely competitors can be all the business that offers long range routes with a widespread network and bigger bargaining power; another ones can be events' organization that can decide to provide itself transport services to the participants.

Customers

Busforfun's business idea starts with the unmet need of a part of the population who are unserved: they offer their services to young people, from 14 years old to 24, so called Millennials. Inside this macro-category firm's focus is addressed to the event's participants, people who wants to have fun and so, live the experience reducing the worries.

Dealing with Millennials means that firm's organization has to adapt to their habits and shopping preferences: indeed, Busforfun has multiples physical points of sales and sell their services (only transport or transport plus event's ticket) on-line on platform like Amazon; to ensure safety and comfort customers can customize their places of departure and arrival in a Door-to-door connection perspective.

Thanks to these specifics, Busforfun has gained trust not only of their consumers, but buyers' trust too (just think of an usual case where a parent pays for his son).

About transport's process, the firm prefers to form small groups of participants to avoid the possibility to have multiple empty seats; at the arrival a What'sApp group is created to help participants socialize between them and memorize the location of the bus used to return.

Now they are expanding their market outside Italy: so there are new customers with different languages and cultures to meet.

Myself

Busforfun was registered and created by four founder members who now manage different divisions.

One of them is Luca Campanile, operation manager with an economical background with several accounting job positions in the transport industry too.

Another founder, Davide Buscato, lead the Sales division since his proven experience in sales and marketing specially in the automotive sector, allowing him to manage agreement with different types of clients.
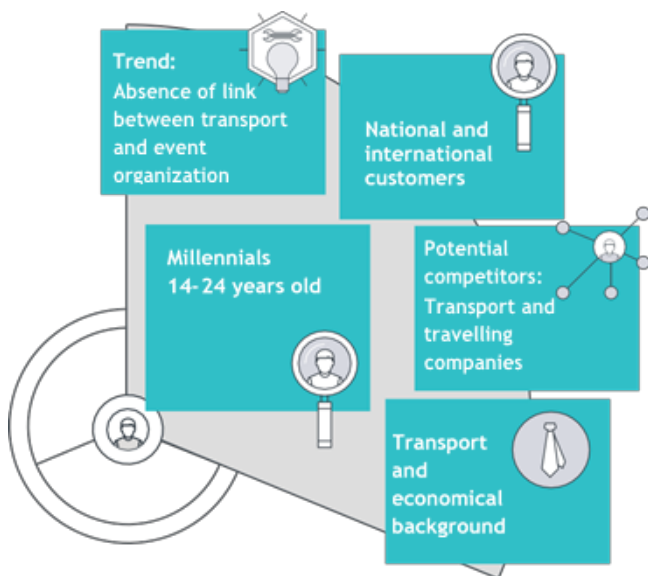
Alessandro Segantini, mobility manager, has a strong logistic background due to a long-lasting experience.

Other key person is Alberto, who leads social and marketing division while Erica manage the physical points of sale network.

For what concern design and logo-making, Chiara is the firm's designer with social media responsabilities.

As firm policy, there aren't external shareholders like venture capitalists, incubators or business angels: this allows to make easy the decision-making inside the business.

Human resources are the milestone of this company: even though the firm is a startup and it has to make better the organization, none of the services offered can be delivered to the public, specially in the days before the event.

Trend:
Absence of link between transport and event organization

National and international customers

Millennials
14-24 years old

Potential competitors:
Transport and travelling companies

Transport and economical background

Development building blocks

Story

The founders in 2013, analyzing Italian market and studying German phenomenon, observed that there wasn't a company able to connect and link event organizations with transport companies.

Indeed they, from personal experience, knew all the issues of going to an event far from home for what concern travel organization and ticket's purchase. So, there was a waste of time, money and lack of organization in the process of purchasing an event experience.

In 2015, they decided to create a company, following Flixbus' idea, where consumers are allowed to buy transport ticket to the event or in bundle with event's ticket. Busforfun operates through partnership with external companies who own means of transport and with event's organization.

To providing this service, the firm has an innovative and all digital method with an intelligent booking system, a new adaptive search engine and a prices dynamic management: these specifics characterize this company as an innovative start-up, Busfofun's platform can innovate the old industry of bus travel.

Beside core business, firm operates in an innovative way with a co-sharing service: customers put their attention on destination (the event's place), so Busforfun places customers on buses non-directly organized by them but from other agencies to find best option, reduce costs and make more affordable prices.

Visual elements

The brand name of company was, in first founders' idea, Dr. Bus but in a night suddenly they changed it in the actual name Busforfun: Current name was chosen because its symmetry with three words made up with three letters each.
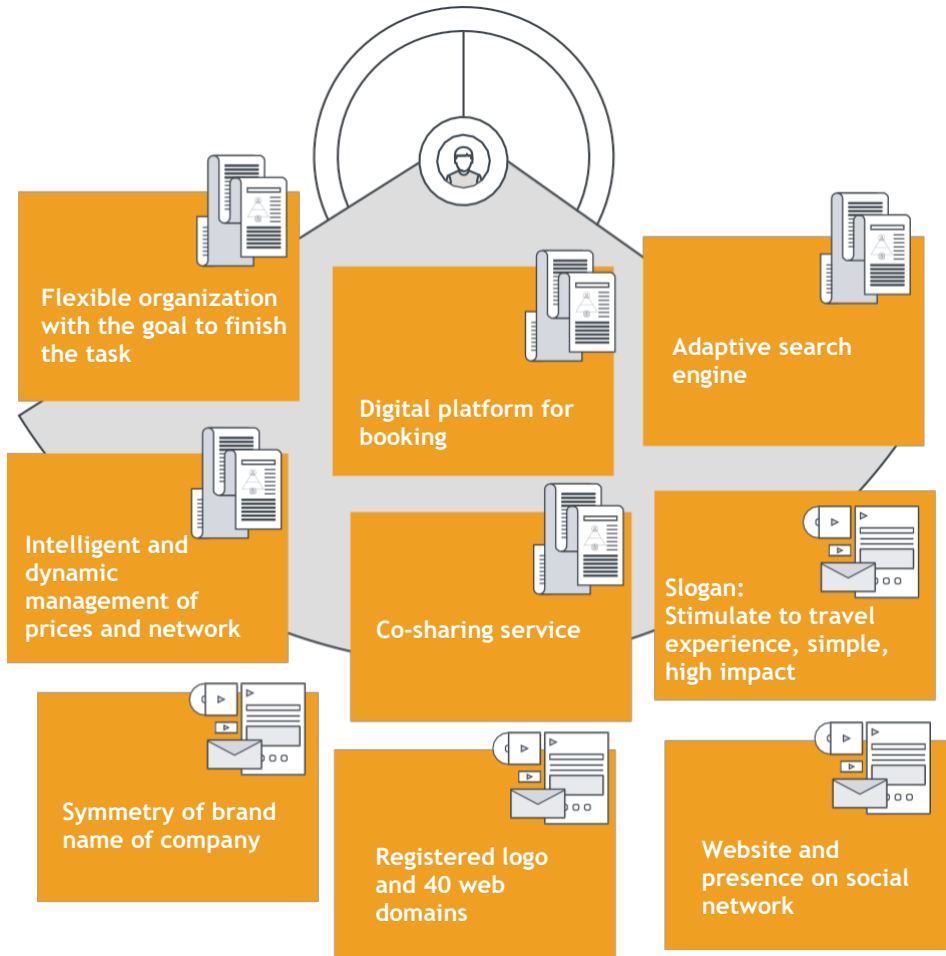
The logo, the brand name written in black forming an ideal bus, is registered and it has to have a square component, because it is required by social media.

Furthermore the company registered about 40 web domains

to avoid any lawsuits.

The firm has company profiles on different social media, it uses the website as a booking platform, instead customers' review are managed by an external company that certify the truth to delete fake opinions.

Its slogan is: "This is the beginning of a new trip".

Flexible organization with the goal to finish the task

Digital platform for booking

Adaptive search engine

Intelligent and dynamic management of prices and network

Co-sharing service

Slogan: Stimulate to travel experience, simple, high impact

Symmetry of brand name of company

Registered logo and 40 web domains

Website and presence on social network

Implementation building blocks

Internal branding

Busforfun is a young company made up by young people for young customers: a company's fundamental value is human resource's care, the value proposition is based and rely on workers so, the firm put much attention to it.

For what concern operations rules, they haven't adopted strict working time with absence of norms about punching the clock in a flexible point of view: for the company, it is not important to have regular work hours, but the goal is to get the task done and to reach set targets.

Another key value is team-working inside company's divisions: due to start-up status, some procedures are not yet coded, so they work on collaboration between small groups to solve decision-making process.

Communication

For the communication, Busforfun has multiple ways to inform the audience its services but they're still working to choose a well-defined strategy about it.

Firms rely basically on two different channel which are online own communication and contract with external communication agencies. Busforfun has company profile on different social networks, where they inform customers about what event's ticket are on sale at the moment and prices' policies like discount or offers: due to the recent foundation, they are yet inexperienced about it, so an entire own communication is too expensive for the company. Another type of online communication channel is the link's network on web search engine: thanks to partnership with events' organizations the firm has a strong presence on Internet results.

Busfofun sometimes, for special events or certain practices, relies on communication agencies, that are more expert and can give an external advice.
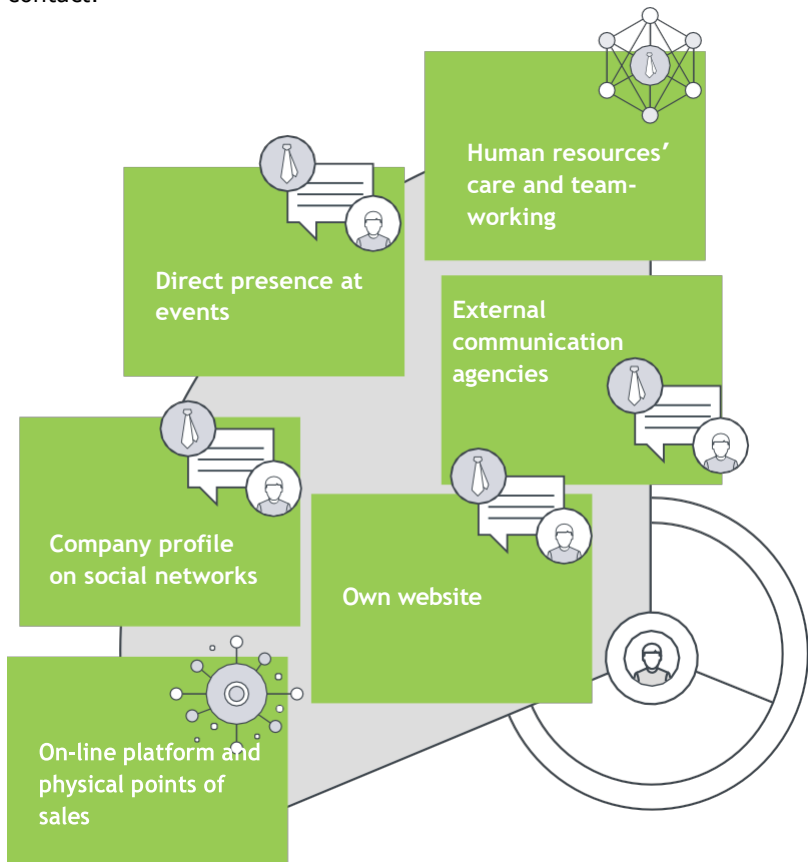
Furthermore, until now, managers are on buses and at events to verify and solve any issues.

Channel strategy

Busforfun uses two different channels, one is the online and the other is the traditional physical channel.

They sell their services on online platform, like Amazon, to reach young customers who are more attracted by on-line shopping and use Internet to search information basically, and through own website.

Company has set a network of more than 2000 physical points of sales across Italy, located in strategic spot in main cities because they noticed that in Italy people use more cash than the rest of the world and they spend more money, maybe because there is a relationship of trust in the interpersonal contact.

Human resources' care and team-working

Direct presence at events

External communication agencies

Company profile on social networks

Own website

On-line platform and physical points of sales

Validation and evaluation building block

The brand was developed through, for what concern financial point of view, personal funds of founders and friends.
After initial steps, managers understand that university world can be an excellent partner for many reasons, like external projects' development and staff recruitment.
Now, Busforfun has reached a significant position in travel industry specially among young people who now choose the events only if it is served by firm's services: the trust of customers derives from some critical success factors like safety, comfort, easiness of booking and travel.
Thanks to this, Busforfun was allowed to participate to some funds dedicated to innovative start-ups and let it win multiples rewards, that give to company more market reputation.

Customers choose Busforfun's events

Rewards and prizes

INNO tools
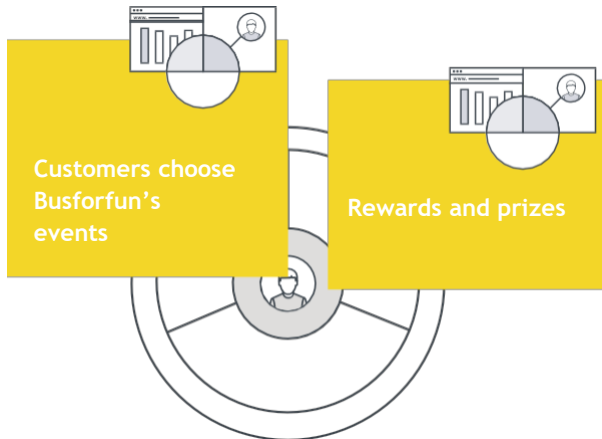
Practical Case:

Eurostep

WP 3.1.2 - Interview

Eurostep

Eurostep was founded in the province of Treviso in 2014 by Simone Bittoto and his two partners, Fabio Bordignon and Giovanni Marconato.
From the very beginning, the company focused on the e commerce sector and its vertical expansion.
Since 2014 onwards the company has experienced a strong growth, with a peak in the last 18 months.

Today the company counts around 50 employees, and it also has some operational offices around the world.

Idea, Mission and Vision

The IT sector is extremely weak in Italy, that is why the Eurostep's founders saw room for development and consequently, also a great business opportunity.

There are thousands of companies which all they do is websites however, Eurostep is considerably different; its main mission, is to build with the customers a much more intense and durable relation.

Eurostep aims to lead its customers' through a process of internalization and internationalization. Furthermore, the company is always up to date with the most innovative technologies and at the same time it keeps a very careful focus on the quality of its customer experience's offer.

All the aspects mentioned above make Eurostep a distinctive company and, on the other hand, they represent also the essential steps which lead the customers to a progressive growth.

Vision: Leading the customers through a process of internationalization and internalization.

Contextual building blocks

Industry and Competitors

The industry in which Eurostep operates it is that of the IT which is extremely weak in Italy. This is true also in the Veneto Region, where even though there are seleval innovative companies, there is a general lack of managerial sensitivity in that sense.

There are people who believe that what Eurostep does it is merely websites. A misunderstanding such as that, can be dangerous because, it would put Eurostep in the position of having thousands of competitors.

On the contrary, what the company really does it is much more than that. Eurostep takes the client step by step and make him follow a journey of internationalization and internalization. What the company really offers could be summed up as a global outsourcing service in the e-commerce field with a middle/long term project vision.

In Italy there are just around 6 companies which are able to offer a similar service.

Customers

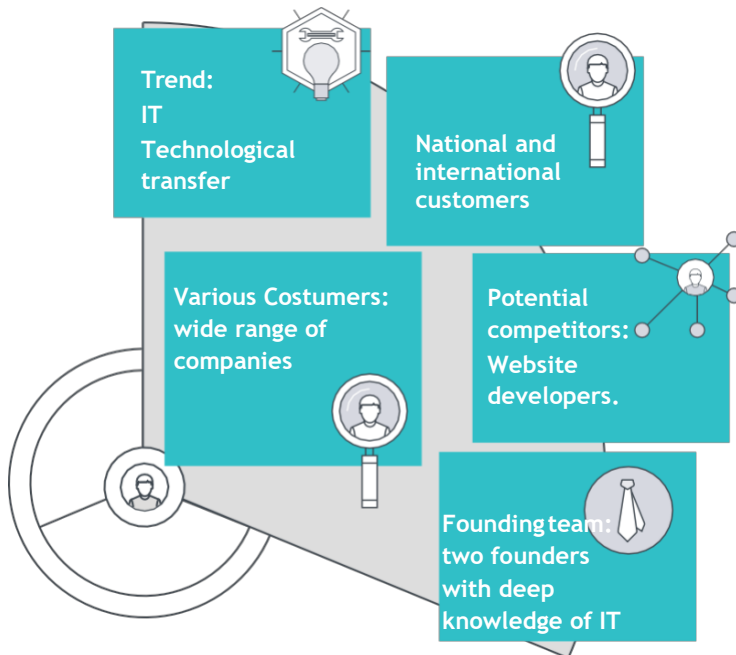Eurostep doesn't have a clear type of customer but rather it speaks to a very wide range of companies.

Even though the company currently works with enterprises, at the beginning it collaborated mainly with small/middle size companies.

Eurostep can work with any type of company, no matter what they do, what size they are and not even how much their turnover is. The only essential aspect that really matters for Eurostep is to have clients who are genuinely willing to follow faithfully the advices. Of course it takes time and investment for succeeding, but what is necessary above all is trust. Obviously most of the time, very small businesses lack of the sensitivity to follow such a journey, but that it is the only reason why Eurostep do not work with them.

Myself

One of the two founders of Eurostep, Mr. Simone Bittoto, has a very strong background in the e-commerce sector, in particular that for electronic products.

Over the years, Mr. Bittoto has experienced the progressive growth of the sector; from the first company selling platforms to much bigger realities. As a matter of facts, he saw the birth of SGS distribution, which is now known as UNIEURO.

Trend:
IT
Technological transfer

National and international customers

Various Costumers: wide range of companies

Potential competitors: Website developers.

Founding team: two founders with deep knowledge of IT

Development building blocks

Story

Mr Simone Bittoto had the chance to gain a great understanding of the sector after spending several years working among the e-commerce sector. For this reason, in 2014 he felt he had enough experience to start his own business.
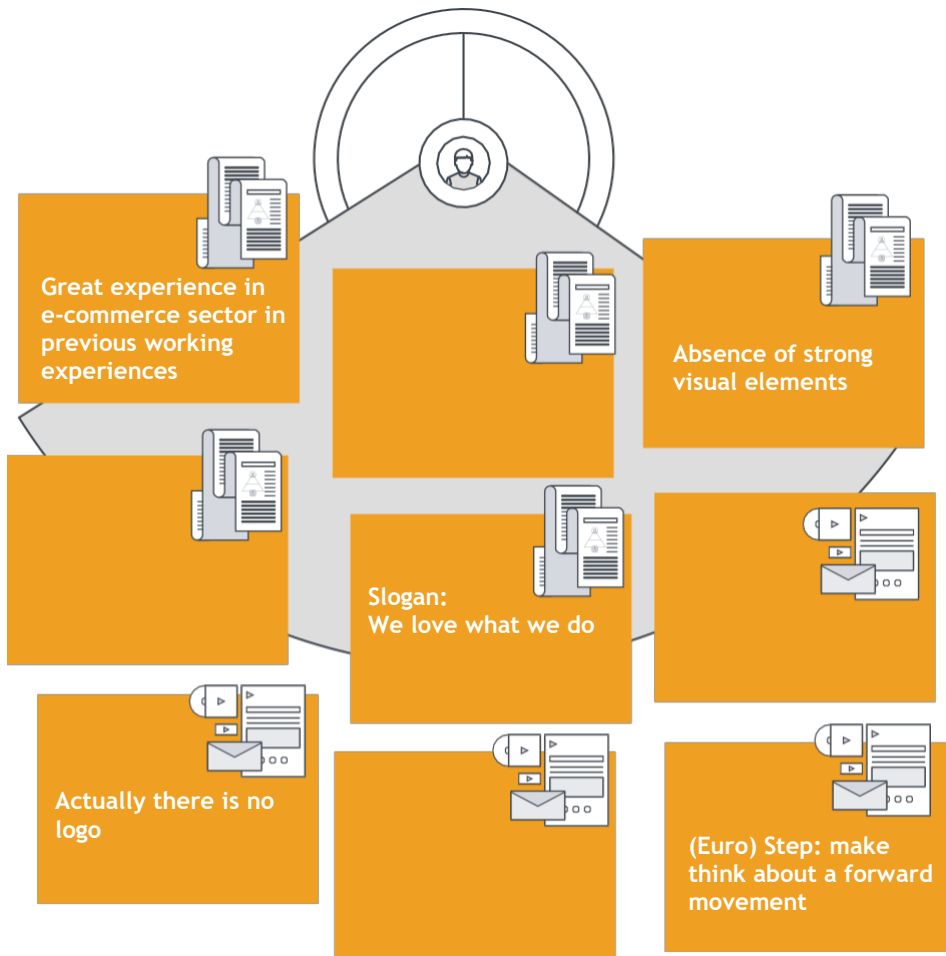
Eurostep was born in a business reality of a great backwardness in terms of digitalization, therefore its mission was to invert this trend.

Mr. Simone Bittoto and his partner were aware of how IT sector's potentialities were underestimated in the Veneto region. In particular, though that small/middle size companies, which are the most common business realities, they could enormously benefit from certain IT services, therefore they saw a great opportunity to start their business.

At the beginning there were just 8 people in the team, nevertheless they were able to convince many companies to start a collaboration with them. It was mainly thanks to a word of mouth that they were able to start growing.

Visual elements

The visual elements of Eurostep are not strong. The company doesn't really have a logo. If we split the name of the company in two, the result is two distinctive words: Euro and Step; if Euro recalls the currency, step makes you think about a forward movement. This latter element is after all, the whole mission of the company; to make your company moving forward.

Nevertheless, the choice of the company's name was pretty random; it was much more a romantic story than it was a reasoned one. As a matter of facts, Eurostep is a basketball movement therefore, there is no relation with the IT sector.

Great experience in e-commerce sector in previous working experiences

Absence of strong visual elements

**Slogan:
We love what we do**

Actually there is no logo

(Euro) Step: make think about a forward movement

EUROSTƎP | Implementation building blocks

Internal branding

Above all, Eurostep likes to describe itself as an ethical company. This, must be intended that everyone share the company's values. Furthermore, everyone must always be informed on what's happening to the company as well as on what decisions are take, or about to be taken. This contributes to spread the feeling that everyone's paddling to the same goal.

Communication

Since its birth in 2014 Eurostep has grown exponentially, this however has not very much to do with the communication strategies. Eurostep has started with a team of just 8 people, and back then the company was very weak in terms of communication. Nevertheless, several companies still relied on them, and eventually everyone was extremely satisfied. Consequently, it is a word of mouth which was capable of enhancing Eurostep reputation among companies.
Eurostep had no time nor energies to focus a lot on communication strategies, however they are planning to improve them in the future. The marketing team is internal, and the company claims they have never considered to externalize it; and nor they will in the future.

Channel strategy

One first very important direct channel for Eurostep, is its website.
Eurostep works in a market in which is very thought to do communication. For example, there a very few places in which you can do networking and that is why, in the past, the company has organized events on their own. On the

other hand, Eurostep has also participated to external events event though they claim not to like them a lot.

In the future, the company is planning to take more advantage from social network and newsletters; these will be designed in order to talk precisely about what Eurostep does, also in a very technical way.
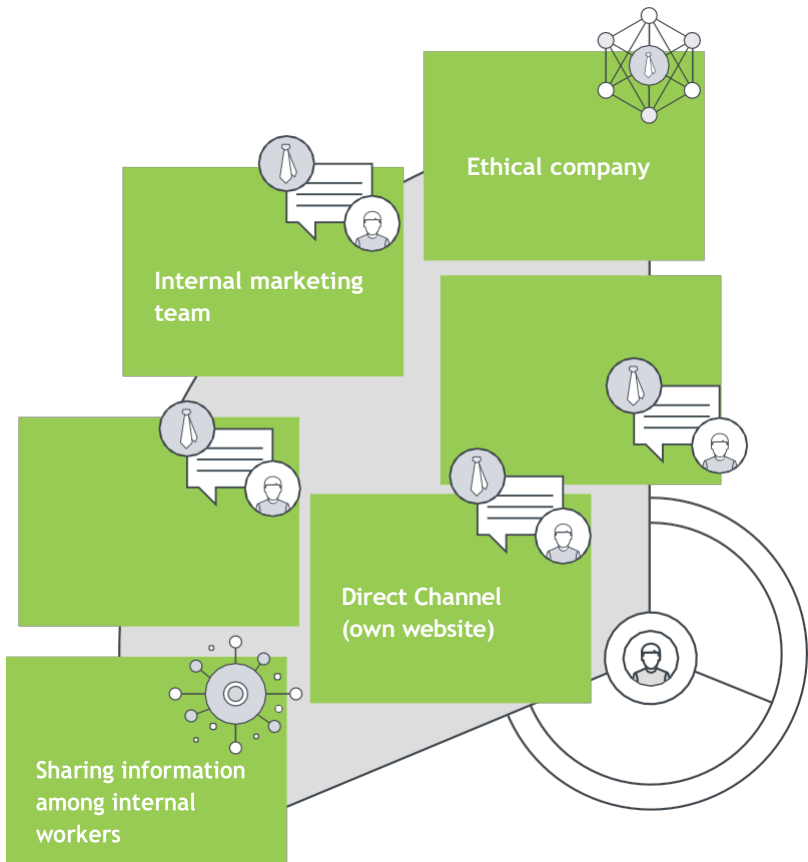

Validation and evaluation building block

The brand has developed greatly thank to a word of mouth between Eurostep's customers. This is an obvious consequence of the quality with which the company completes

its works.

An essential aspect is the close relationship with the customers. As a matter fact, one of the most important company's values is to always deliver an outstanding customer experience.

INNO tools
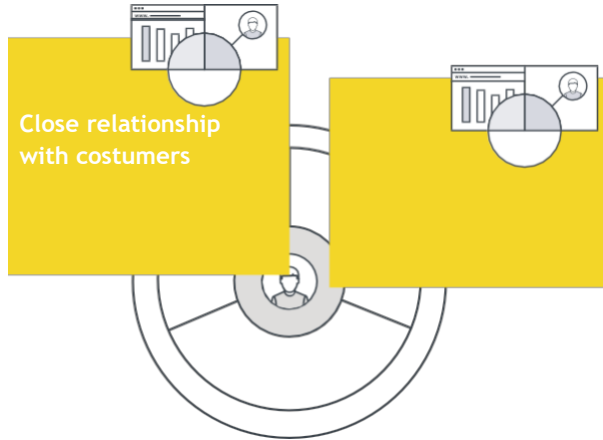
Practical Case:
Digital Views

Idea, Mission and Vision

Digital Views (http://www.digitalviews.it) is an idea of Professors and Researchers of ICT Department within the Ca' Foscari University of Venice: it is an idea of the Professor Andrea Albarelli in particular, who realized that University has a great potential in terms of competences and resources for the companies of the territory yet they are not able to transfer them externally.

The professor Albarelli has not only a PhD, he owns also an experience of 10 years in a web company. He knows both the corporate worlds and the academic world, and on the top of that, he saw the gap and the lack of communication between them. This is why in the 2010 he founded Digital Views, a University spinoff, together with other ICT Researchers and Professors of Ca' Foscari with the mission to provide academic competences and methodologies to the corporate world, transform the academic potential in value and competitive advantage for companies enabling dialogue and knowledge gap fulfillment.

Vision:
Transform the academic potential in value and competitive advantage for companies
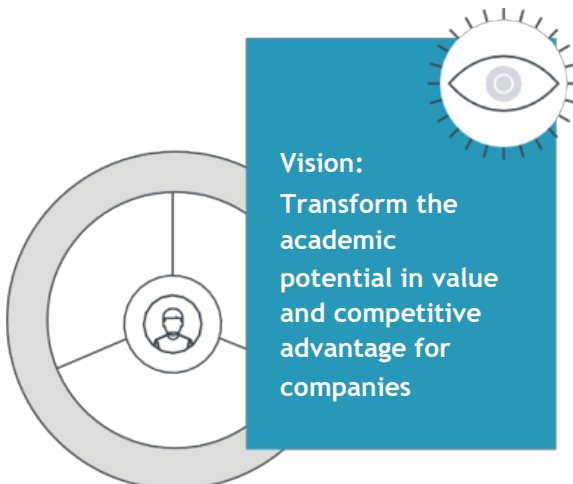
Industry and Competitors

It is difficult to identify which industry Digital Views belongs to, because the core business is linked to ICT industry, but, on a wider sense, Digital Views plays the role of a technological transfer - typical of Universities and teaching institutions. So, Digital Views is still unaware of its own identity: is it a sample of specialists of the future or a ICT consulting company? Understanding it could clarify also who Digital Views' competitors are. Nowadays the role of Universities is fundamental for companies because they develops future workers. In such a context, Digital Views wants to grow these competences to sustain companies and their needs.
The spinoff considers itself as the first enterprise embracing such a value proposition. It can differentiate from other ICT consulting or potential competitors because it is supported by University Ca' Foscari and by the high level of researchers in terms of competencies and customers comprehensiveness, enabling the match between what is possible and what is valuable.

Customers

Digital Views doesn't have a clear type of customer: it speaks to different companies, from Italy and abroad, belonging to production industry (motorcycle company, eyewear company, ..), GDO industry or service industries (airports, software companies – a potential competitor indeed, once again it's interesting to underline the strange positioning of the Digital Views..). This last type of customer underlines the strange positioning that Digital Views has in the market, because it collaborates with companies which can be considered its competitors, like software or digital companies.
Spinoff customers are complex companies which are skeptical against the practical contribution from Universities in terms of added value and a potential growth. Starting from this awareness given by the double background of its founder (academic background and entrepreneurial background), Digital Views can rely on a more consistent customers comprehensiveness.

After successful experiences, companies started to demand the consulting services of Digital Views with less doubts and with more trust in academic research. The choice of companies to demand a support to Digital Views is determined also by the internal developers who don't keep the last scientific discoveries and trends up-to-date, so it is more convenient for companies to use external specialists for specific requests.
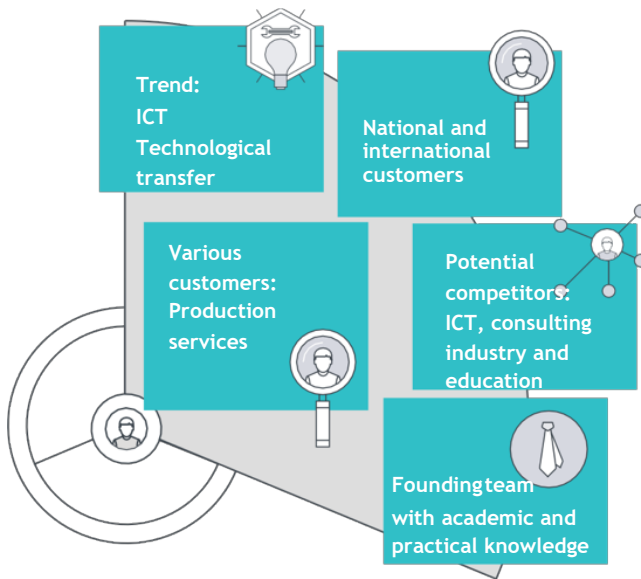
Myself

The founder of Digital Views, the ICT professor Andrea Albarelli, is specialized in Computer Vision and in particular in the topic of 3D data elaboration and the application of the game theory to the recognition problem and to surface registration. Before getting the PhD, the professor Albarelli worked for 10 years in a private company, and the integration of two different experiences gave him a more practical and useful vision for responding better to customer needs.

The other founder is Andrea Torsello, associate Professor of Ca' Foscari University and vice-president of Technical Committee of International Association for Pattern Recognition, specialized in artificial vision and pattern recognition, he published more than 100 journal articles.

The spinoff is characterized by two founders and by an intermediate layer of PhDs who coordinate the development and scientific activities. The company is going to create a third fundamental layer: the developer layer. They have generic competences and they could interact with the specialized scientific advisor and translate what they want into a suitable programming language.

The very specific competences and the inclination of Digital Views to the research and development on the one hand and, on the other hand, its practical approach and comprehension of customer, form a perfect team to fill the gap between University and the corporate world.

Trend:
ICT
Technological
transfer

National and
international
customers

Various
customers:
Production
services

Potential
competitors:
ICT, consulting
industry and
education

Founding team
with academic and
practical knowledge

Development building blocks

Story

The founders observed a lack of a players able to transform the academic researches and competences in value for companies. Indeed, they found an execution inability of university and a research and development inability of companies due to the lack of experience of the business world in universities and the lack of methodologies of companies. So, in 2010, they decided to create a structure where private projects can be developed with academic knowledges, allowing the interaction between the two worlds. Digital Views operates through consulting on behalf of third parties, creating prototype applications and systems. After this first phase, company develops an engineering activity in order to transform the prototype in a product.

In service section, Digital Views develops new methods and algorithms for the problem solving, but also it realizes and integrates control systems, interfaces systems and imaging systems useful to be applied in the customer business. In product section, spinoff is specialized in the 3D scan and no touch measurement and, finally, the touchable interfaces based on artificial vision suitable for the natural interaction and content dynamic visualization.

The company doesn't create default models, but it starts from the request of customer, designs and develops the project. Digital Views gives the final product to company and it maintains inside the knowledge even if it cannot sell it to companies of the same industry. The price of a solution offered by Digital Views can swing from € 50.000 to €200.000. After the sell, the company maintains the relationship with customers through maintenance and modifying services. In this way, the company creates its value on relationships with customers and with university based on trust and on culture of innovation. They take advantage from the founder and its popularity within the industry, but in particular within the University Ca' Foscari that gives it more distinction, also through the constant inflow of PhD candidates, knowhow and ideas to transfer to the industry. These elements give company a special competitive advantage toward other competitors and they represent their strength.

Visual elements

The brand name of company is always the same and, as the logo, it is not registered. The company registered a web domain but it doesn't have social media network, it uses only the website as a communication tool.

Its slogan is: " Create value and industrial innovation from academic research".

The logo is a variable pattern in colour and dimensions which is sloped, it represents the base elements of geometry. The simplicity of logo and slogan reflects the invisible part of the company identity, that is based on business networks, the special status with Ca' Foscari and innovative culture. In fact, they do not use the visual elements in order to tell its story or the characteristics of its business but they prefer build more on invisible elements, like relationships and networks, overlooking the visible aspects of a company, like its image.
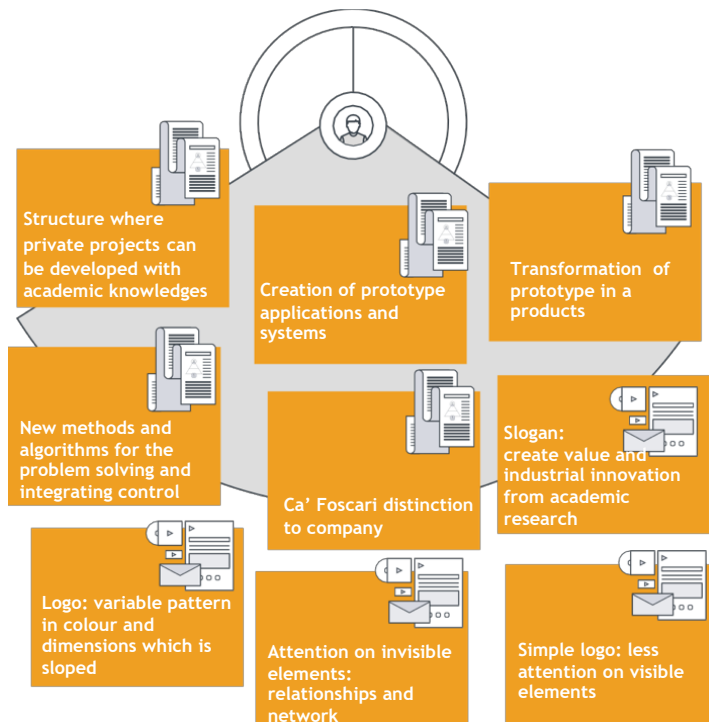
Internal branding

Digital Views has distinctive and characterizing values: it improves the image of University and gives relevance to research activities. It also believes in the collaborative training and development between Universities and companies. It is able to select the best talents between students and PhDs and it offers them the possibility to test their theoretical competences in practical context like companies carrying on the research in University.

They believe in the relationship between company and university, so they provide the opportunity to students and PhDs to implement their theoretical knowledge.

Communication

For the communication, Digital Views has not a well-defined strategy. Until now the founder, the professor Albarelli manages the organization of communication autonomously through conferences, articles or direct connection with companies. He is essential for the communication because it explains or sells better the company vision. He is an agent who presents the advantages and potentials of Digital Views and how innovation can be developed in a business, so the most important and successful marketing tool for the company is WOM, word of mouth marketing, that is the good voice among customers.

Moreover, Ca' Foscari University is another important communication tool thanks to the connections and the relationships with the territory and its SMEs.

Channel strategy

Actually Digital Views uses only one direct channel, the website, but this is going to be redefined because it is not complete and it doesn't reflect and transfer accurately the image of company and its values. The company uses the people, like the founder Albarelli, to promote the activities and to sell their offering: he represents an agent.
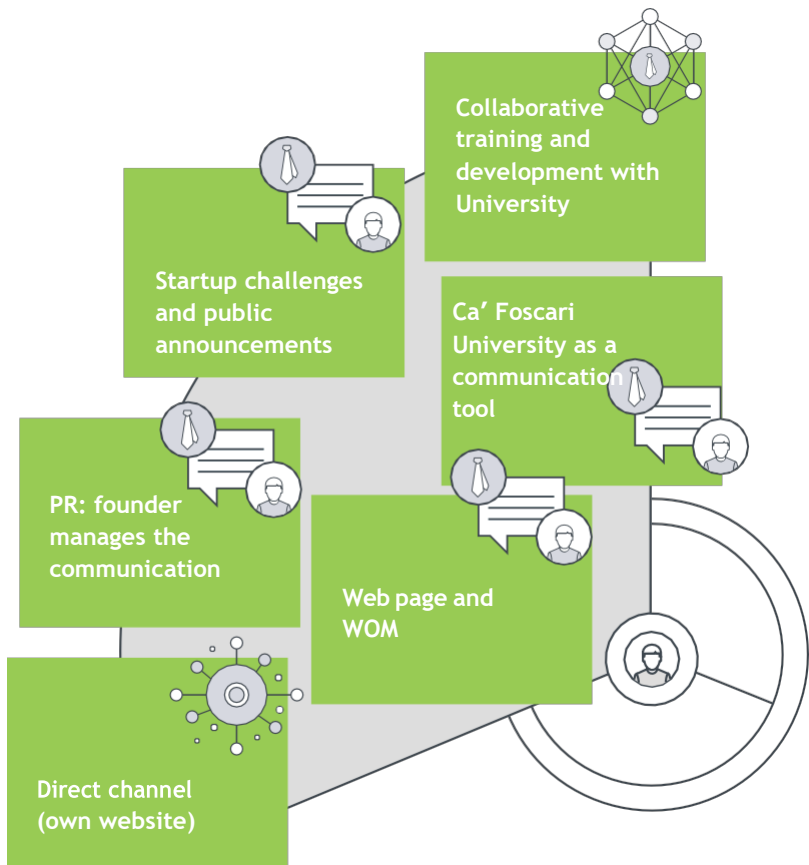
Validation and evaluation building block

The brand was developed through the contribution of Ca' Foscari University but, in particular, through the close relationship with customers. Now, the company awareness is so high that customers search directly the company and its services.

Such awareness derives also from the participation of Digital Views to public announcements for the development of projects of technological transfer: it attends start-up

competition on specific topic in collaboration with companies, gathering more funding and reputation from attending companies, coming from all over Italy and also from abroad. This is an important communication tool that allows it to make it known and to create contact with potential clients.

Customers search directly Digital Views

Private and public competition

INNOtools
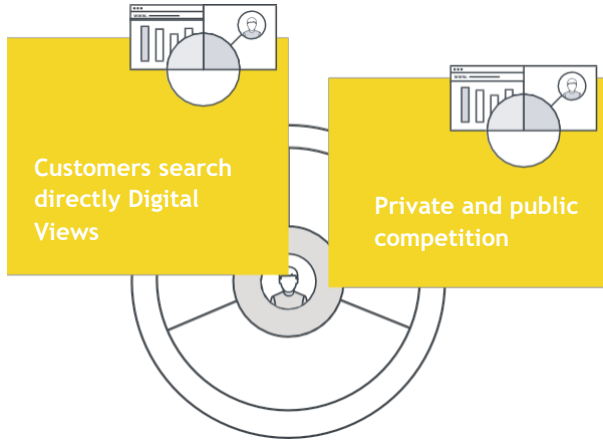
Practical Case:

TVO

WP 3.1.2 - Interview

Idea, mission and vision

TVO – Tour in Venice Otherlands – is a Tourist board limited liability company located in Concordia Sagittaria (VE). The company was established in order to create an alternative for people visiting Veneto region given the fact that the main attraction there is usually represented by the city of Venice. The driving force has been the desire to off-season the touristic waves affecting the abovementioned area.

More than this, the primary purpose of the company is that of providing valid opportunities to tourists that will have the possibility to explore unconventional destinations in the Eastern Venice areas such as Bibione, Caorle, Lignano and Portogruaro.

TVO's distinctive characteristic is embodied by the large portfolio of integrated possibilities they provide: clients, according to their preferences, can select different tours ranging from religious, to cultural, to food and wine related activities. In doing so the company is able to enrich the customer experience that nowadays is increasingly characterized by the so called "slow tourism" which consists in short breaks in cities being characterized by strong *motivation* to travel rather by the good old desire to visit a certain place.

On the other hand, the founders were strongly aware of the necessity to create a real and consistent business network in order to support local entrepreneurs creating effective synergies.
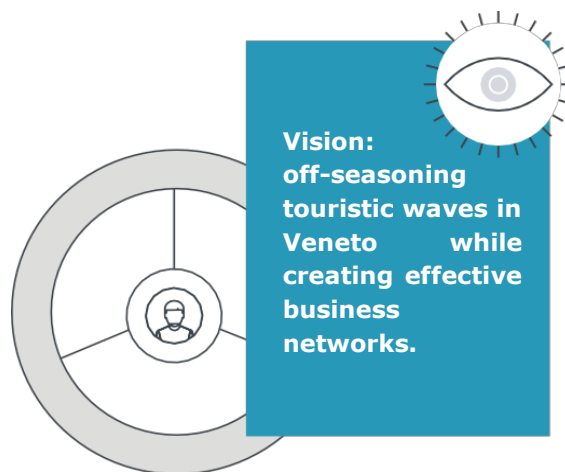
Vision:
off-seasoning touristic waves in Veneto while creating effective business networks.

Contextual building blocks

Industry and competitors

In the industry in which the company is operating, according to the founder, there are no direct competitors, given the fact that they are able to differentiate themselves offering touristic packages. Their core business is constituted by the collection, assembly and promotion of the touristic offer that is then translated into tourist accommodations, guided tours, holiday packages, hikes and local products' sale. Differently w.r.t. cultural associations or consortiums, TVO does not promote tourism, i.e. their focus is not on the marketing field, but it aims at redirecting the touristic waves that approach the abovementioned area.

Looking now at the ambitious objective of creating a business network, that up to today already counts 14 members, the company involves as many local hotels, tourist operators, travel agencies and bathing facilities managers' as possible in order to leverage important synergies. In doing so they are able to create a structured body that works coordinating different activities to offer a complete experience to the customers respecting what is strongly embodied in the slow tourism philosophy i.e. the individual has to be plunged into the local culture respecting the territory.

Creating a network represents also an opportunity to enlarge the potential pool of customers seen that one of the members (i.e. an hotel manager) can present and suggest to his clients TVO's products; the outcome here would be twofold: on one hand the hotel manager will improve his relationship with the client, offering him something original, and on the other hand the Venetian company will have gained a new customer.

Customers

Tour in Venice Otherlands is able to offer a vertical range of products that can meet the tastes of a large portion of the population. Their customers' ages range from children that travel with their families to millennials willing to experience a different tour of their native areas and again to people enrolled at the university of the third age. W.r.t. the tourists' nationalities they depend on the types of solution selected: for the beach's related activities we can identify both Italian, German, Austrian and Western European citizens; in this specific case the off-seasoning is particularly effective given that Western European, German and Austrian clients are more willing to visit the seaside also in May/beginning of June up to the end of September, so not only in the peak season.

For the cultural/eno-gastronomic/religious options clients are mainly Italian wanting to experience something unusual approaching different areas of the territory. In this second case we refer to medium/high-income families and individuals looking for something original.

More than this, as already mentioned, the client can directly contact the company to book his/her tour paying for that, or, alternatively, customers can be approached through the network channel (it will lead the client to know the products).

Myself

TVO has been founded, in February 2017, by two men, Zollo Vincenzo and Bellotto Paolo, given their ambitious desire of being active players in the field of the territorial development. Mr. Zollo, already founder and owner of Visystem, company operating in the online media industry, is also president of the magazine Portogruaro.net., a local magazine, that is an efficient channel through which the company delivers its communications and presents its new products. Mr.

Bellotto, on the other hand, since 2012 to 2015 has been operating as alderman to the tourism in the municipality of Portogruaro, here he has been contacted by some beach managers that were asking for greater cooperation. More than this Bellotto has been working since 2001 in MAW Man at Work S.p.a., were he is still nowadays manager for the North-east area; here, being constantly in contact with people, he has been increasing even more this desire of cooperating for the territorial development. The two founders met because joined by the same passion about tourism and the pride they show for their roots.

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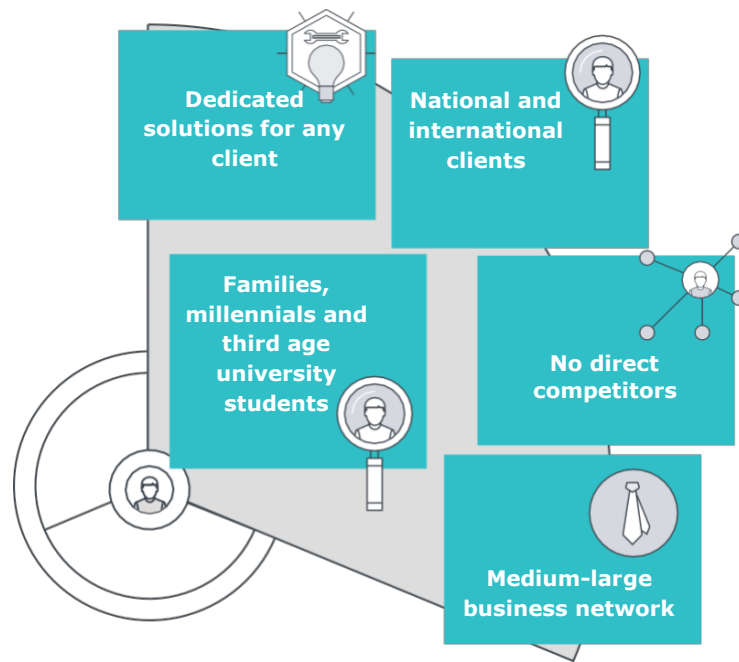
Development building blocks

Story

TVO – Tour in Venice Otherlands - was founded in February 2017 by Bellotto and Zollo to enhance the territorial development of the areas in the nearby of Venice that very often were and are neglected by seasonal and local tourists. As already mentioned, this strong desire was born primarily in Dr. Bellotto who, at the times of his assessorship started to get in touch with the main problems affecting the aforementioned areas: above all the strong seasonality of the touristic waves reaching Venice and their extent given the fact that people mainly visit Venice and do not consider the other beautiful (secondary) places nearby. At this point in time Bellotto and Zollo met, joined by their interest in tourism, and decided to be active players in their environment and territorial area.

This has been the starting point in the brief company history that, given its recent establishment, is still all to be written, but given the recent company's results, is shaping out to be positive.

Visual elements

The company logo is composed by four main colours that are blue, orange, green and light blue. These colours represent the sea and rivers, the environment and the eno-gastronomy that are the bricks on which company's products are build. The logo has been entirely realized by one of the founders, Vincenzo, who wanted to clearly embody in it immediately recognisable elements that remind to the beauty of the regions in which the company is operating. Here again also in the visual element representing the company the slow tourism's philosophy is leveraged.
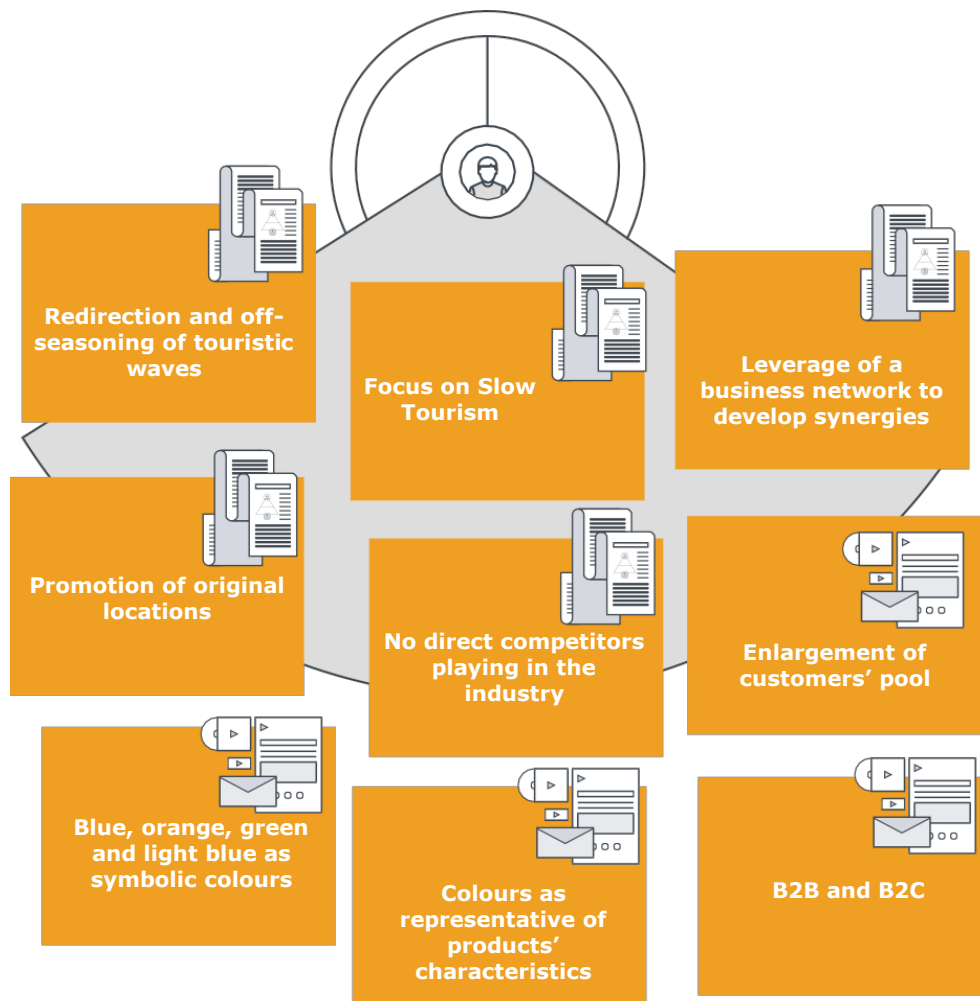
Implementation building blocks

Internal branding

In TVO the founders strongly believe that the primary element to be focussed on is the **territorial identity enhancement**. This is the starting point motivating all the people revolving around the company and the business network; they all **love** and **respect** the cultural roots they are walking on, that is why every experience that is delivered to the final customers is **unique** and consistent with the abovementioned values. The natural consequence of this mindset is that the places on which customers are introduced, by being enhanced, are promoted.

More than this one other principle characterizing the company is the desire to make people **experience** the places they visit and the realities they approach (this being strongly true for religious or historical tours). A consistent part of the company's employees, especially for what regards tour guides, are competent and moved by **passion**; of course as clear as it sounds, the final product that is offered by the company is something enriched by intangible characteristics that could be summarized in one word: experience.

The last element on which we should focus is the **continuity** that moves all the initiatives undertaken by TVO: their aim is that of organizing every week some events, such as wine tastes, in order to create a weekly routine that will become well known by potential loyal customers.
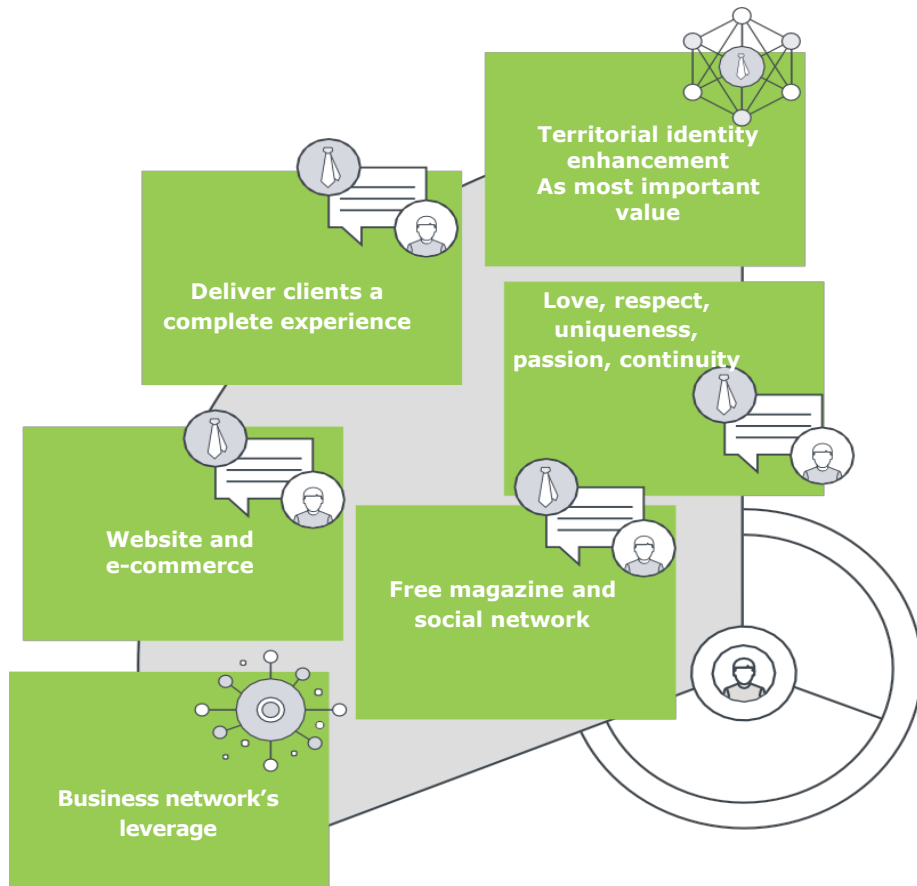
Communication

TVO has website in which the e-commerce is available, here clients can buy all the offered products while being continuously informed about the services that are offered by the company. More than this TVO is present in social media such as Facebook on which all the news is shared with the users that have liked their page. Looking again at the virtual communication that is adopted by the company we can find a targeted newsletter in which the emails are diversified on the basis of the type of user they have to reach (i.e. beach managers, families, young people or third age university students). Referring to the business network now, we see how one other website has been developed, here it is possible for clients to give feedbacks on the experiences they have lived in the form of comments and ratings, so that it is possible for all the web-surfers to have a look at them.

Referring now to more traditional way of communicating, thanks to one of the two cofounders (Vincenzo) who is the owner of a for-free-magazine, the company is able to reach all those potential customers who are not digital users; the magazine is continuously updated with the new events that are organized. Furtherly the company makes available a good portion of their physical spaces that can be rented by other companies, in so doing they hope to leverage the world of mouth among potential customers, both in terms of business network and final customers. For what regards the digital marketing they cooperate with a third-party external agency.

Channel strategy

In addition to their direct channels, they collaborate with an external agency that develops advertising with the aim of reaching market niches. More than this they continuously develop and cultivate relations with the network's members with the final aim of enlarging it. What is important to underline here is the presence of a travel agency in the business network that furtherly promotes company's products and packages to its already existing customers.

Territorial identity enhancement
As most important value

Deliver clients a complete experience

Love, respect, uniqueness, passion, continuity

Website and e-commerce

Free magazine and social network

Business network's leverage

Validation and evaluation building block

TVO does not offer only a service, like the traditional travel agencies, but they are able to provide customers with an experience in original places; more than this thanks to the feedback they receive via website, they can ensure an high-quality product tailored according to customers' needs. This aspect could be seen also under the light of brand validation given that conclusive proofs, evidences and demonstrations about the company's quality are provided.

To ensure the best performances TVO selects its guides, experts, locations and hikes directly meaning that before starting a collaboration with a tour guide, they go to meet the person face to face taking strong care of his/her working style.

Analysing the legal background, it can be seen that, a tour operator is involved in numerous company's activities to directly interact with the Veneto Region communicating the tours' calendars and making sure all the legal and security requirements are met to enable the regional offices to get the necessary insurances.

INNO tools
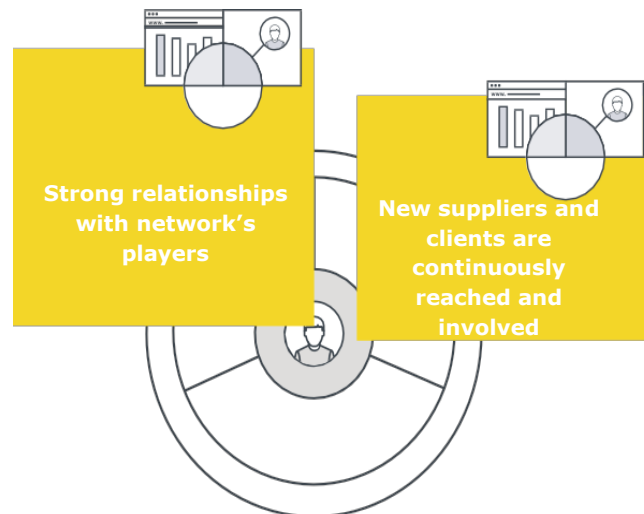
Practical Case:
EnjoyLocal

EnjoyLocal

The EnjoyLocal brand connects and promotes a diversified local tourist offer and provides important travel information through tourist publications, a website and social networks. The main product of the brand are free tourist maps EnjoyLocal Free Map, which are among the most popular tourist publications for visitors. The brand also includes free tourist guides, which offer interesting tips for tourists, for example how can they make the experience more authentic. All printed publications of the brand are displayed in thousands of the most visited places throughout Slovenia in their information stands - mini infopoints. The company is registered on the Slovenian market and currently operates in three Slovenian tourist macro-regions: Mediterranean Slovenia, Ljubljana and Central Slovenia and Alpine Slovenia.

![enjoylocal] EnjoyLocal

Idea, Mission and Vision

The idea of the brand was created in response to the problem of poorly connected local suppliers and is the result of a desire for development, innovation and creativity in a domestic environment in which the founders perceive a great untapped potential. Through an active presence in the local field and collaboration with tourism suppliers they have found that printed publications, despite the many tourist web platforms and applications, are still very popular among visitors. By connecting suppliers into a common tourist map, they also wanted to improve the user experience on arrival at their destination.

The brand's vision is to become a recognizable tourist platform that promotes authentic local experiences and a publishing house for intelligent tourism publications with its own vast local and global distribution.

Vision: Becoming a recognizable tourist platform by promoting authentic local experiences.

Contextual building blocks

Industry and Competitors

The company operates in the tourism sector, which is one of the fastest growing industries (World Tourism Organization, UNWTO 2018). The World Travel & Tourism Council (WTTC 2018) notes that tourism represents 10.4% of the global gross domestic product (GDP). The most visited tourist region in the world is Europe; for the eighth consecutive year, it recorded growth reaching 8% in 2017 (UNWTO 2018, 9).

Tourism in Slovenia is also a great opportunity because the number of international arrivals in the country continue to grow. For the fourth consecutive year, Slovenian tourism has seen an increase in arrivals and overnight stays. The Slovenian Tourist Board (STO 2018) has registered more than 4.9 million tourist arrivals and 12.6 million overnight stays in 2017, which is 14.6% more arrivals and 12.6% more overnight stays than the 2016. The Ministry of Economy, Development and Technology (MGRT 2017, 9) has adopted a new strategy for the sustainable growth of Slovenian tourism for 2017–2021, and defined the following vision: "Slovenia is a global green boutique destination for demanding guests who are seeking a diverse and active experience, peace of mind and personal benefits."

The development of information technologies in the tourism sector brings many innovations, challenges and opportunities. The tourism industry is changing rapidly, as the Internet has allowed customers to search and book tourist products online.

The brand has direct and indirect competitors. Competitors in Slovenia are other providers of tourist maps, other tourist

publications and different tourism websites. At the website level, global competition is strong. It includes for example Airbnb, which offers local experiences (in Slovenia is not yet available) and many others local and international ones (e.g. WithLocals, SpottedByLocals, TripAdvisor, LonelyPlanet, Google and Facebook).

Indirect competitors include many interactive mobile applications that act as local guides, use artificial intelligence and augmented reality.
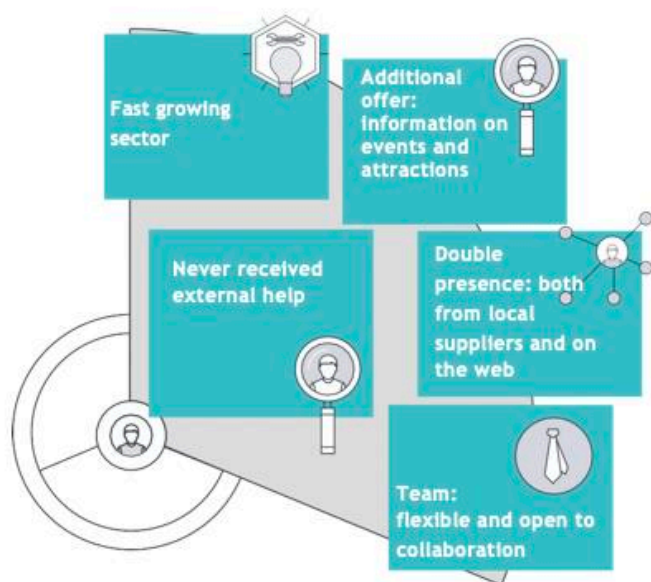
Customers

The brand is aimed at two different groups of customers and users:

1. Direct buyers (subscribers): these are the various local suppliers who pay for the publication of their offer on the tourist map, other tourist publications and on the website and use maps to inform their guests;

2. Indirect customers (users): they are visitors and tourists who use the tourist maps, other tourist publications and the website at their destination and are indirect buyers while they purchase products or services from local suppliers.

In addition to the above, users are also various tour operators who use the map to inform visitors and tourists and are not direct or indirect buyers. Users are also local residents.

Myself

The team, led by two co-founders, is composed of six members. It is divided into different work groups based on the macro-region in which each group operates. Individual group members have different knowledge in the fields of marketing, sales, design and web solutions. The team's advantage is that it is very flexible, its members learn quickly, acquire new knowledge and, if necessary, collaborate with external experts. The company started the project with its own resources and so far, has not received any co-financing, so it follows the principles of lean entrepreneurship and gradually updates the project and the brand.

Fast growing sector

Additional offer: information on events and attractions

Never received external help

Double presence: both from local suppliers and on the web

Team: flexible and open to collaboration

Development building blocks

Story

<u>The advantages and benefits</u>

The main advantages and benefits of the brand are:
- diversified local offer in one place: gastronomy, attractions, experiences, various sports, entertainment and other activities, accommodation, shops and important tourist information;
- the largest edition of maps in Slovenia, 100,000 copies by number, over a million maps published by 2018;
- the largest number of distribution points and their own infopoints in Slovenia (in total thousands), which include tourist information centers, tourist agencies, accommodation facilities, restaurants, shops, cultural institutions and attractions, airports, ports, bus stations, etc.;
- the most frequent and extensive distribution of maps and other printed publications;
- connect tourism suppliers and promote cooperation;
- increase the visibility of the local offer;
- additional promotional services.

<u>Values and culture</u>
Team members combine values such as friendship, creativity, innovation and the desire to develop and connect in the local environment. All this is present in the brand values.

<u>Personality</u>
The personality of the brand is recognized as a kind of "local friend" (local guide) that welcomes you at your destination, helps you and improves the travel experience by presenting the best local offer, the main attractions, events and

information.

Relations
Relationships are friendly, open and genuine. Creativity and innovation are promoted. The brand wants to spread the awareness that, by selecting local products and services, we help small local businesses and individuals to a better life and local environment to be developed.

Groups
The brand is present on the web and on social networks. A group on Facebook is also set up to connect tourists with locals.

Price
Customers are generally satisfied with the prices of products and services, as they are modeled on market responses, and are reflected in a dynamic pricing model.
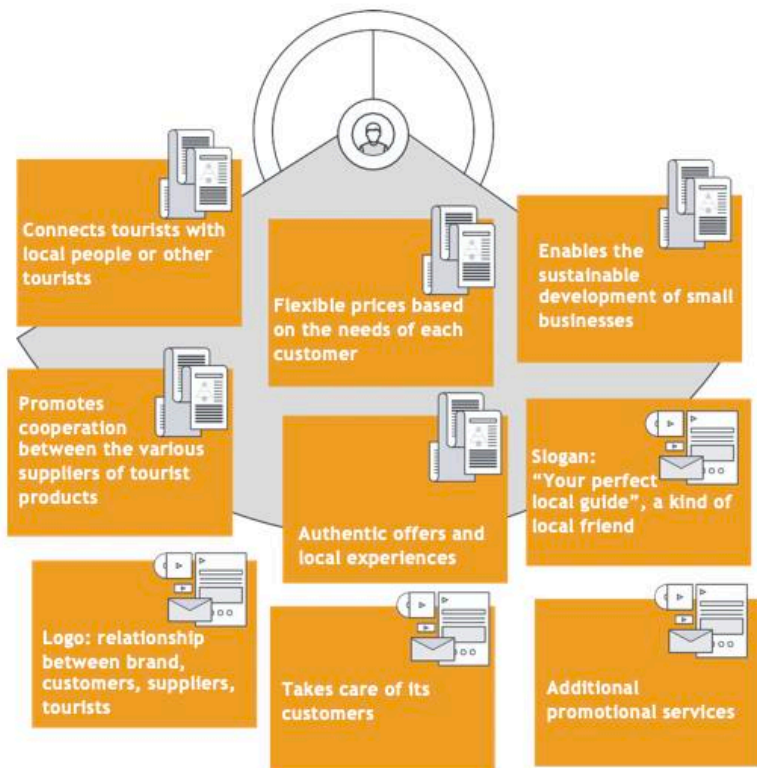
Visual elements

The EnjoyLocal brand name means "enjoy it locally" and delivers a message that we can enjoy in a genuine, local way, choosing authentic local offers and experiences, thus enabling the sustainable development of each local environment, small businesses and the people who live there.

The logo consists of a trademark printed in the same font, with a bold and accentuated "local" inscription. It is completed by three identical symbols of different sizes in red in the form of "bubbles", which represent communication and relationship between the brand, its customers and users, suppliers, visitors and locals. The symbols also represent events, experiences, local suggestions, networking and collaboration through communication.
The use of the slogan "Your perfect local guide" represents the brand personality. The brand is presented on the website www.enjoylocal.eu.

Connects tourists with local people or other tourists

Flexible prices based on the needs of each customer

Enables the sustainable development of small businesses

Promotes cooperation between the various suppliers of tourist products

Slogan: "Your perfect local guide", a kind of local friend

Authentic offers and local experiences

Logo: relationship between brand, customers, suppliers, tourists

Takes care of its customers

Additional promotional services

Implementation building blocks

Internal branding

All team members share a common vision and the desire to develop the brand, which is also reflected in the high efficiency and effectiveness in the marketing and distribution of their products and services.

Communication

The team communicates with users via social networks, where they are encouraged to collaborate. Users communicate with the maps and other tourism publications themselves, as they are present in the most frequently visited locations throughout Slovenia. Communication is also carried out via the website.

Channel strategy

Company representatives sell services to subscribers directly, and to users online and indirectly through their subscribers. Direct marketing channels have proven to be the most effective.

Team members share a common vision and a desire to develop the brand

Free and creative culture

Encouragement to collaborate

Friendly communication via social networks or through the web portal

Efficiency and effectiveness in marketing and distribution of products and services

Direct sales to subscribers, direct and indirect sales to users

Validation and evaluation building block

The brand is developed through close relationships with the subscribers who are its direct customers and from which many positive responses arrive. Most user feedback on the brand is received in the company via social networks.

Close relationships with subscribers (direct customers)

Social network as the most effective means of response

INNO tools
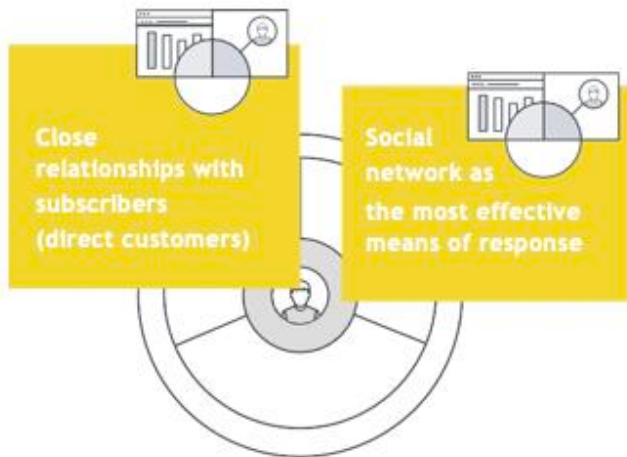
# Practical Case:

UQIDO

WP 3.1.2 - Interview

Idea, mission and vision

Uqido is a Limited Company that was born in 2009 given the founders' desire to forecast queues waiting times; in order to do that, an algorithm has been developed by Dr. Avesani and Dr. Silletti to give users the possibility to not wait in queue, but relying on the system, to exactly know the time needed until their turn (the name Uqido itself recalls this way of acting, yoU QUeue I DO)

Given that the world is changing continuously the founders had to shift their perspective and that is why, leveraging on their competencies, they started to move their focus toward a broader field of operations that today can be summarized into two main areas: software development and immersive computing. If we take a snapshot of the company it is visible that their mission is embodied in their tagline "complexity made simple" seen that their desire to develop ad-hoc high-tech engineering solutions is accompanied by their ability to deliver easy-to-use and human-friendly products; it has to be taken into account that in the engineering field this characteristic is outstanding.

It has to be considered now that if we could take a snapshot in five to ten years what we would see would be a highly skilled and responsive company that would be operating in a stable environment. This is the reason why, in a situation in which humans are more static and technology is dynamically evolving, Uqido should be technically very strong but also able to communicate with human beings speaking the "same language".

Vision:
Human-centric and at the same time technically strong
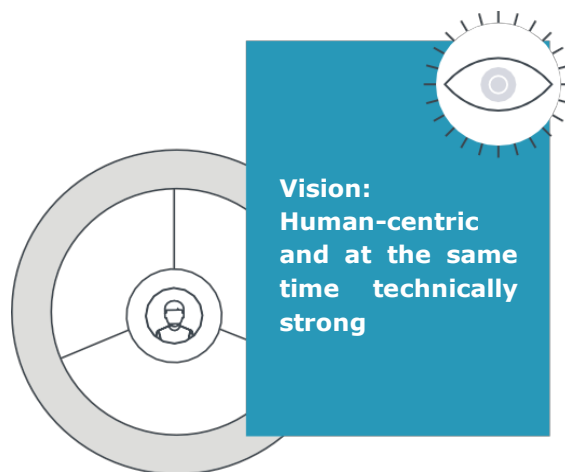
Industry and competitors

Uqido provides high-tech and human-friendly engineering solutions to improve human lives, something radically different than the traditional website development, and this is the reason why in the Veneto region, that is their main field of operations, they do not have direct competitors. According to their way of presenting the company, the core business is something original and costly, given their ability to add appealing designs to human-friendly technologies. Once this has been explained it becomes clear that the industry in which the company operates only presents few incumbents, keeping in mind the fact that the geographical range in which Uqido is moving is represented by the regions of Veneto Trentino and Friuli. If they had to approach new areas, of course Milan could become more problematic given that, there they could find competitors that are approaching their core business.
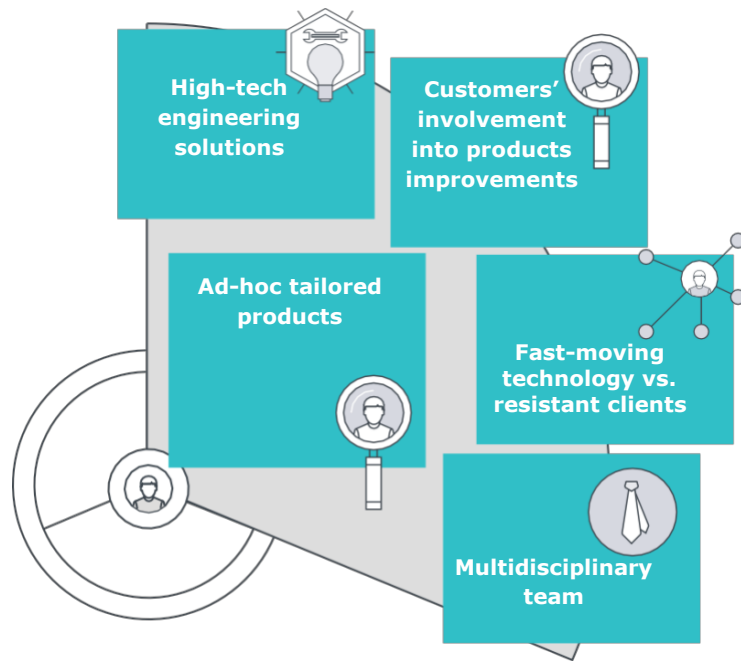
Customers

Uqido offers dedicated solutions to large and medium enterprises that want to undertake disruptive actions to become more competitive. What they provide is represented by high-tech digital engineering solutions that trigger the digitalization process and help renewing companies. More than this Uqido offers consistent products also to those companies that have already undertaken a digitalization process by selling them new ad-hoc technologies or by improving already existing digital products. Of course, the prerequisite here is related to financial resources, that have to be consistent, because Uqido's solutions are tailored and, as natural consequence, costly.

What the founders stress is the necessity to provide solutions in line with the technological level that we have in Italy: in few words they keep saying that technology moves fast but people often are resistant to change and innovations because they are not ready for that. Here a problem may emerge given that companies not always ask for the latest offered solutions but look for the products they need to compete in their industry. The abovementioned company here must face an important challenge that is embodied in the need to educate its potential customers, keeping them updated with the latest solutions making them understand their positive and necessary impact. Lastly it has to be underlined that the company is continuously willing to improve its products and in order to do this it provides questionnaires to clients to receive direct feedbacks.

Myself

Uqido is a relatively young organization that has been founded in 2009 by two friends: Dr. Pier Mattia Avesani and Dr. Alberto Silletti. The former is the company's CEO and has studied Computer Science at the University of Verona and it has been here where everything started given that the university has been the first place in which the queue related algorithm has been tested. Before establishing his own company, Dr. Avesani, worked as consultant for various companies and has collaborated with Darkside Studio to develop multimedia and graphic computer related projects. The company entails one other cofounder who is Dr. Alberto Silletti, the actual CTO, who has attended the University of Padua studying "Computer Engineering" and attending a PhD in "Computer Vision". Dr. Silletti, since 2010, is also engaged in post-doc researches in Computer Engineering in the abovementioned university.

High-tech engineering solutions

Customers' involvement into products improvements

Ad-hoc tailored products

Fast-moving technology vs. resistant clients

Multidisciplinary team

Development building blocks

Story

In 2009 Dr. Avesani and Dr. Silletti patented an algorithm that enabled users to avoid queue's waiting times by having the possibility to register and to have continuous updates, via text message, on them: people had the possibility to do other things while waiting for their turn. At the time emerged the necessity to test the system: the selected location has been the University of Verona, at the beginning of the scholastic period, given that, every year, they live a particularly intense period linked to students' enrolments. That was the perfect opportunity to conduct a controlled test in a circumscribed environment for a limited time period (i.e. approximately two weeks). The results have been incredibly positive given that the algorithm turned out to be extremely reliable and liked by users.

In this point in time the founders decided to furtherly improve their idea, starting to work on the business model, that is why they thought about the option to give away for-free the product to public offices, such as local health authorities, and subsequently being paid by the final users. This business model at the time was very innovative and appealing, if it were not for the time-consuming decision process that characterizes the Italian Public Administration, hence they started to understand that this business model was difficult to implement leading them to change their mind and to try to shift toward something different. Subsequently given the positive feedback received Uqido was contacted by M31, a start-up incubator, that decided to buy the algorithm to furtherly develop it. In the subsequent years (i.e. from 2010) the product has been bought by transportations companies in the areas of Venice Treviso and Vicenza.

From 2011 the founders started to understand that the public administration, as already mentioned, could not constitute their main field of operations because, being in a start-up phase, means being in a continuously evolving stage where clients' responsiveness to change must be high, to permit on one hand the continuous improvement of the product, and on the other to increase company's growth rate. They decided to attempt to develop different business models to try to understand which was the one best fitting their identity and needs; the process culminated in a disruptive decision, approximately in 2016, when they deeply understood that their strength was not lying in their ability to sell the products to final customers (that turn out to be a weakness), but in their ability to leverage core competencies to provide products to third parties becoming a software house. In doing so they moved away from the start-up phase seen that they were not entailing an innovative business model anymore.

Visual elements

The company has developed five different logos, composed by continuous lines and dots, each one representing a specific inspirational value considered as fundamental by the founders. Everything is very simple and minimal, represented using the black colour. Entering in their websites and approaching these symbols makes you discover the following inspirational quotes entailing the values: 1) "That which you believe becomes *your* world." 2) "Instead of worrying about what you cannot control, *shift* your energy to what you can create." 3) "Build your life not on what you see today but on the things of *tomorrow*." 4) "So much possibility lives within the beauty of your *authenticity*. Be real." And 5) "Entrepreneurship must be owned by everyone to innovate and give *value* to the society."
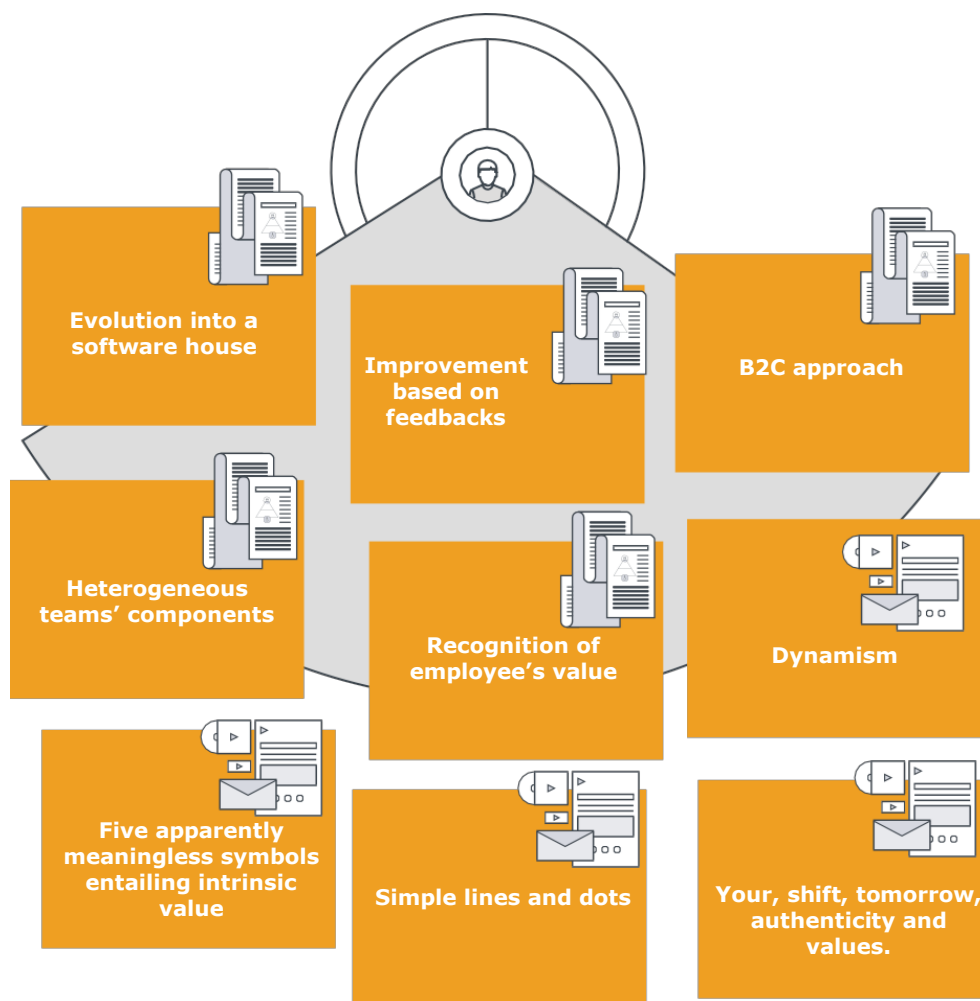
Implementation building blocks

Internal branding

In Uquido corporate growth depends on the growth of each member of the team, therefore the latter is encouraged and made an integral part of living in company's environment; the main reason for that is the belief that a company's talent for value creation is not the sum of the skills of each member of its team, but it is the continuous interaction between members enriching relationships and results. More than this, in Uqido the union of passion and skills allows the creation of greater value for clients and the company itself. The keywords on which the company is build, that reflect the five main values moving the company, are **your** given that according to Richard Matheson "That which you believe becomes your world" moves you to be more aware that you are the owner of your reality, **shift** because "Instead of worrying about what you cannot control, shift your energy to what you can create" underlying the dynamic nature of the company. Moreover "Build your life not on what you see today but on the things of **tomorrow**" encourages employees to look forward without focussing too much on the strict reality; **authenticity** is another keyword given that Uqido appreciates people that are 100% themselves. Lastly the principal objective of the company is that of creating **value** seen that "Entrepreneurship must be owned by everyone to innovate and give value to the society".

Communication

The company relies on traditional communication channels such as their website, social networks, among which we find Facebook, Instagram and Twitter, a blog that connects experts that share their know-how, a newsletter that reaches customers continuously updating them about products' news and a press office. More than this the Uqiodo organizes weekly events (i.e. conferences and seminars) in their own amphitheatre, containing approximately 140 people, to face technology-related issues and themes. They do this for three main reasons: to make employees feel proud of their work, to recruit new talents while publicizing the company and to enlarge their clients' pool.

Channel strategy

In addition to the direct channel of communication, they have diversified their teams by introducing neuroscientists in order to carry on some studies on the cognitive behaviours of individuals in order to better understand human's way of acting. In doing so they want to improve their way of approaching the market implementing effective strategies to reach targeted niches. More than this they want to have the possibility to deeply understand what is needed by not only their clients but to the human beings to reduce the gap between what is offered and what is requested in the market and in their industry.
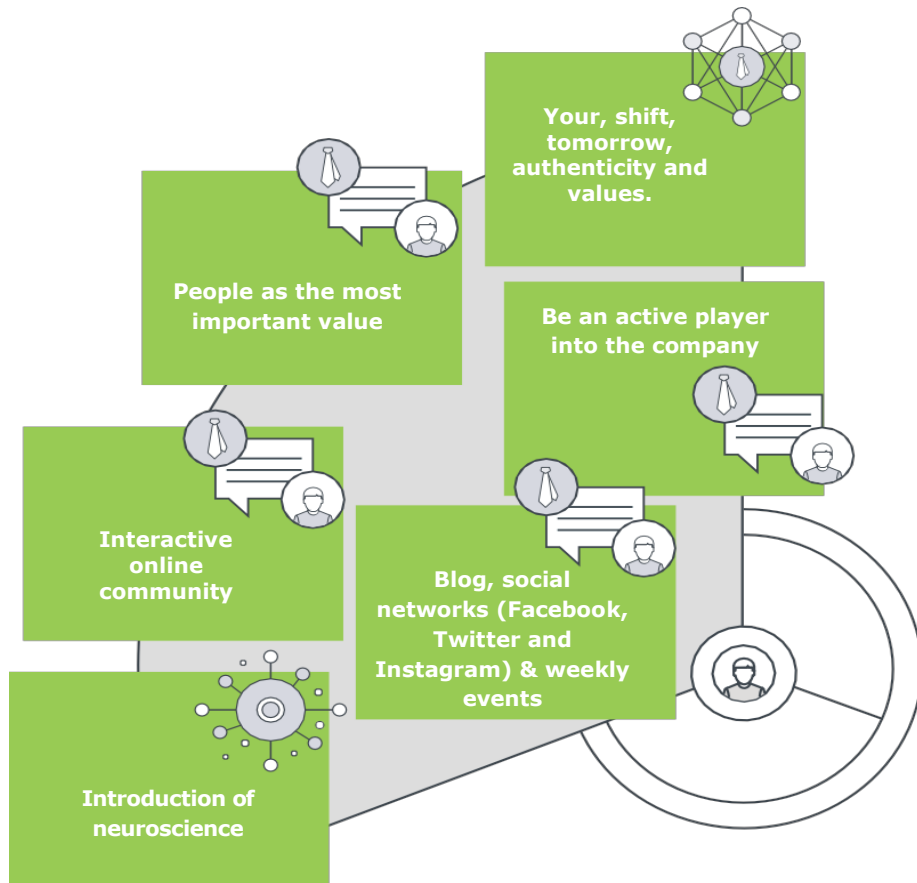
Validation and evaluation building block

In Uqido they offer tailored ad-hoc products based on the clients' requirements; once the product has been used by clients, they provide them questionnaires to collect feedback about the functioning of the products and to better understand their strengths and weaknesses. This is an effective way through which the company can have the control over the quality of their solutions and can have direct interactions with their users.

More than this brand validation is done through the blog that connects experts and encourages them to share their views. Uqido's teams are always ready to keep up with changes and customers' needs.

In conclusion, the company works well given that everyone feels part of a whole and knows that they can be themselves at 360° providing their own personal contributions in all the company procedures and processes; The work environment results comfortable and meritocratic.

INNO tools
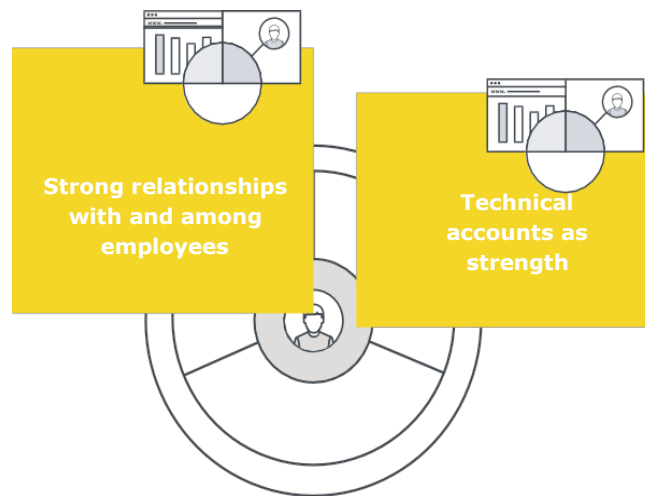
Practical Case:
Shop – *o* – Rama

WP 3.1.2 - Interview

Shop-o-rama

Shop-o-rama was founded by Stefano Ritella in 2016 and is operating from the Italian region of Friuli-Venezia Giulia. The company was created with the aim to support and encourage the meeting of Made in Italy and E-commerce world throughout the creation of a dedicated marketplace. By now it counts 550 sellers and almost 6000 products from all over Italy and the plans are to expand this concept also to other countries.
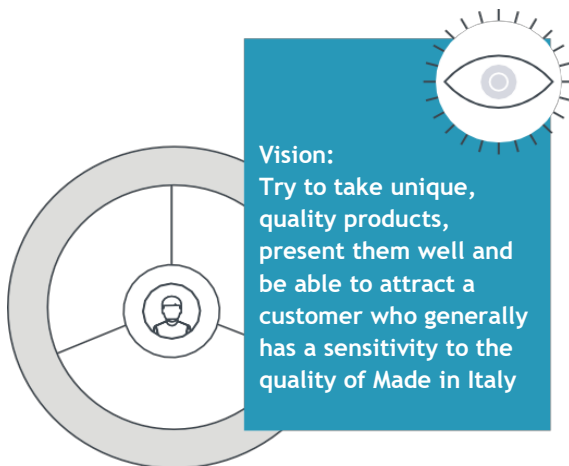
Idea, Mission and Vision

To export the Made in Italy to the whole world it's important to develop research and automation also for Italian artisans, the core of Italy's economy. The mission of Shop-o-rama is to export out of Italy the quality of real Italian products by attacking small niches whose buyers are able to contaminate each other.

The vision is to build an ecosystem of platforms, starting from the E-commerce one, to support the creation of new products, exchange of payments to allow European small and medium enterprises to move products, capitals and services in a safe and transparent way.

By now the company concentrates his efforts just on seller-buyer relationship in the Italian market, but the idea is to develop this multilingual framework, in the near future, throughout the entire European continent.

Vision:
Try to take unique, quality products, present them well and be able to attract a customer who generally has a sensitivity to the quality of Made in Italy

Industry and Competitors

The e-commerce sector is full of competitors for Shop-o-rama, especially giant organisations.

We must state in advance that what differentiates this platform from its competitors are his users and clients on both sides of the marketplace: on the seller side, they are only registered businesses who make their passion their profession. This also enables the platform to build important links with trade associations such as Confartigianato per le Imprese.

Amazon is currently leading the pack in terms of businesses selling Made in Italy online and Shop-o-rama measure itself with it in terms of services both for sellers and for customers. Amazon, however, has built a stronger relationship with consumers but neglected a bit sellers, and here is where Shop-o-rama decided to invest its initial efforts providing service, support and automations to low digitalised businesses.

Another important competitor is Etsy, a marketplace as well. Its offer is wide and global. In this case the key difference is that Etsy doesn't have a dedicated section for Made in Italy products and it doesn't have an operative headquarter in Italy.

Ebay it's also a dominant player in e-commerce, but it's not a direct competitor of Shop-o-rama.

Finally it's important to mention Artimondo: a generalist company, focused on the Made in Italy with an offer similar to Shop-o-rama.

Furthermore, there are also others vertical competitors which sell the same products of Shop-o-rama but with an offer focused on a certain product category (e.g. wine, shoes, etc.).

The main trend the company is to follow it's an e-commerce linked to social behaviours that has the potential to morph into entertainment during the purchase. This requires a direct contact between sellers and buyers during the product exploration and purchase phases, like during the "old times", and this is possible thanks to proprietary chat system created by the team of Shop-o-rama.

Customers

Considering that the company in object is an e-commerce marketplace, there are two kind of clients: the sellers and the buyers.

Shop-o-rama speaks to all the professionals who want to sell their unique products. It's a consequence that also the final buyers are of a certain type: they want unique products and they appreciate the quality of Made in Italy.

In order to build a diverse and wide offer of products, Shop-o-rama focused its initial attention to sellers, small artisans with high quality products. The promise is to grow together utilising the opportunities offered by advanced channels of communication. The services offered to these clients are many, and there is a strong relationship with them, enhancing the human management where sometimes this small artisans and traders aren't too familiar with digital tools.

This doesn't mean that there isn't attention on the final buyers: Shop-o-rama takes good care of them by offering solid guarantees on purchases, utilising escrow payment linked to shipment tracking and the recording of the whole process of purchase.

Myself

The founder Stefano Ritella has developed a long experience in China, where he lived for several years (2005-2018).

In 2006 he also founded a Chinese start-up, an event agency. This agency is still operating and it continues to focus on producing conferences, seminars and gala dinners for big companies. His name is HLD Events (www.hldevents.com)

Trend:
Social Commerce,
Made in Italy

National customers

The goal is to be percived as a secure and reliable marketplace

Potential competitors:
Amazon, Ebay, Etzi, Aritmondo and many others

Wide network of collaborations with local trade associations

Development building blocks

Story

The company was founded in May 2016, while the founder was in China, following an analysis of the oriental e-commerce and his strength and weaknesses. What emerged from this review was that at the beginning e-commerce in China was a service just for very small enterprises, including B2B, B2C and even C2C.

Then this key points have been compared to the Italian market, characterised as well by small industrial enterprises, artisans and high quality makers in several sectors: products that lend themselves to e-commerce and B2C. From these observations Shop-o-rama was created, a marketplace platform where there is a direct link between small and medium sellers and buyers.
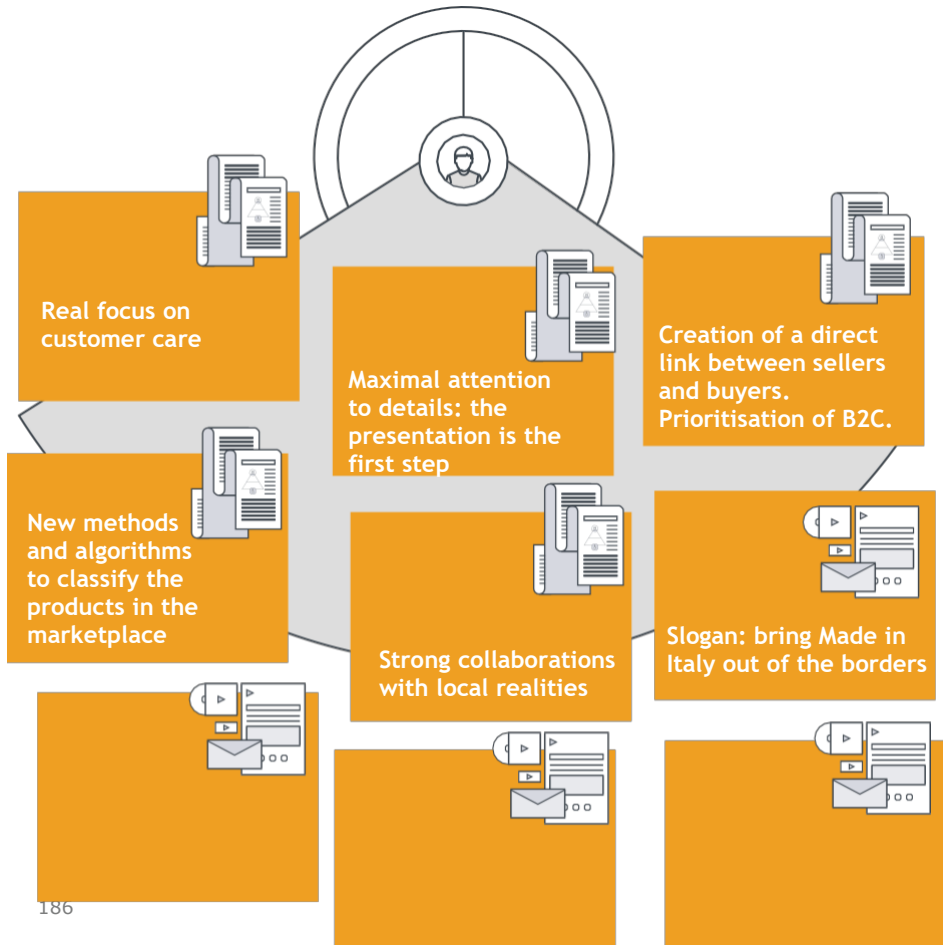
Today the company is headquartered in Friuli and it has a

team composed by the founder, 2 developers in Italy, 1 developer in France, 1 advisor for new challenges, 3 persons for the customer care, 2 designers and 3 employees in the marketing department.

Visual elements

The logo of the company is its name "Shop-o-rama", but it's important the meaning of the name: the word "O Rama" is an adjective of Greek derivation and it increases the noun that precedes it.
Indeed this idea is to represent the extension of the concept of store and to research a name easily recognisable also abroad.

Real focus on customer care

Maximal attention to details: the presentation is the first step

Creation of a direct link between sellers and buyers. Prioritisation of B2C.

New methods and algorithms to classify the products in the marketplace

Strong collaborations with local realities

Slogan: bring Made in Italy out of the borders

Implementation building blocks

Internal branding

Shop-o-rama has a lot of values. First of all it's clear that it's a pure marketplace, in which you can find the perfect cure of details and particulars.
Shop-o-rama gives opportunities to everyone but it has also to make selection to maintain a high standard of quality. This it's a consequence of the principle that quality it's more important than quantity.
The company defined itself also as ethical and transparent: the company earns something only if the seller earns, both for sales and services offered.
Another value of the company is the control and security created by the traceability of everything and by the forcing of the good faith of the parts.
The belief of Shop-o-rama is also the power of the spoken communication in the negotiations and the teamwork with locals. It continues to create new algorithms and systems to support this.

Communication

Shop-o-rama strives to communicate that they aren't a classic retailers of Made in Italy, but rather that they try to take online unique products with great quality and present them well.
To communicate this message to his followers, the team of the company also participates regularly to local and national industry events.
A specific strategy is deployed by the team to attract and catch new clients: free subscription on the platform, free service to upload the products and free photograph services (upon qualification) to improve their presentation

on the platform.
Instead a paid personalised advertising service is proposed, but at a really low cost compared to the market ones.
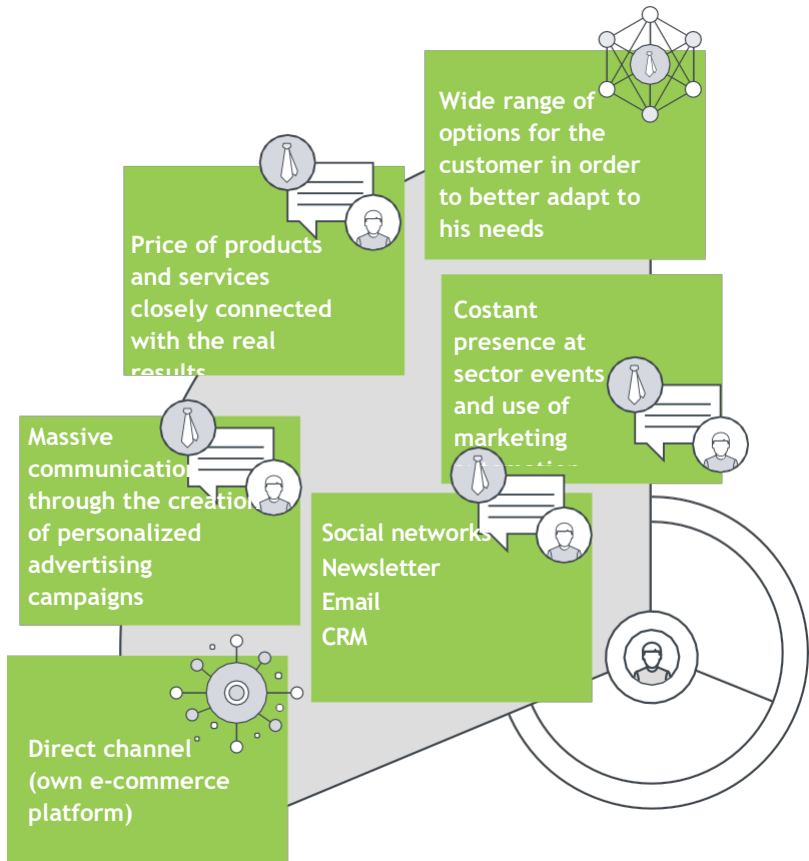

Channel strategy

Shop-o-rama's first communication channel is its platform. Obviously it is also the website where you can buy the products.

Social networks are also a key component of Shop-o-rama's communication strategy: Facebook and Instagram are used every day to communicate with customers and present products, services, and incentivise sales.

They also create marketing campaigns using the system of marketing automation, emails, newsletters, magazines articles, CRM and what is very important is that they use this tools with every feature they offer, trying at the same time to anticipate and learn the hidden features still unused from the most of the competitors.
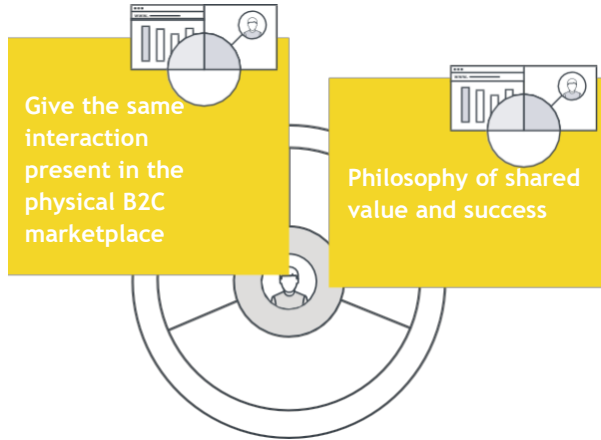
A strong incentive is given to the parts to communicate via the chat system integrated in the platform, this guarantees safety but also increases indirectly the reach of the platform.

Wide range of options for the customer in order to better adapt to his needs

Price of products and services closely connected with the real results

Costant presence at sector events and use of marketing ~~~~~~

Massive communication through the creation of personalized advertising campaigns

Social networks
Newsletter
Email
CRM

Direct channel (own e-commerce platform)

Validation and evaluation building block

The brand bets everything on the direct contact, the affordability and the security of the service it offers. They want to create a network effect for small enterprises and professionals thanks to the better opportunity they offer in comparison with the classical marketplace. The power of Made in Italy abroad it's the towing wagon, the pull given by Shop-o-rama is the preparation, the services and the relationships offered through the marketplace. Strong

relationships and customer care, associated with the direct communication between the users are key elements of the concept and serve as the building blocks of the offer to allow users to sell and buy on this platform.

Give the same interaction present in the physical B2C marketplace

Philosophy of shared value and success

INNO tools

Practical Case:

Intermedia

WP 3.1.2 - Interview

Intermedia

Intermedia Comunicazione Integrata was founded in 1996 by Giuseppe Castiello and two partners. From the beginning, the company focused on providing marketing service for companies.
The company has evolved through the years, mostly in the structure, but maintaining the same success.
Today the company is composed, as a familiar company, by the founder and his wife.
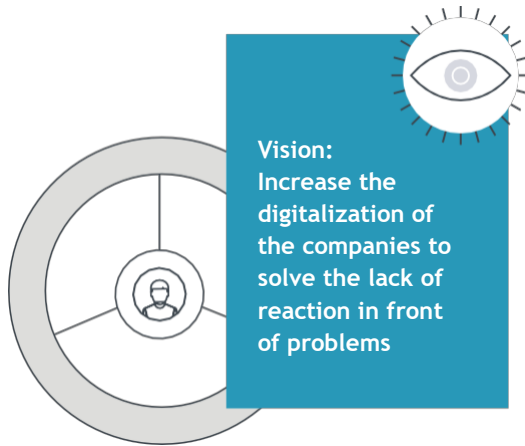
Intermedia Virtual

Idea, Mission and Vision

Doing something because you like it and for passion: this is the main theme of Intermedia. Reaching the balance by doing what you want and accept the earning that result. Avoid the "easy money, aiming more on the personal and professional satisfaction.

There are thousands of companies which all they do is websites however, Intermedia is considerably different; its main mission, is to react to the problems of its client immediately and in every moment.

The belief that the world is changing and that the innovation is important, first of all in the IT sector, lead the company to invest in a lot of projecs also without earning money in the first place, to create a relationship platform to share ideas and to create social value.

**Vision:
Increase the digitalization of the companies to solve the lack of reaction in front of problems**

Contextual building blocks

Industry and Competitors

The sector of digital marketing is very competitive, there are a lot of entrepreneurs who create websites and provide services for companies.
But what characterized Intermedia is that they are ready in every moment to resolve the problems, and this is why their client speak well bout them.

Moreover, the company create close relationships with their clients, by supporting them and by teaching them how to work by their self also.
In this way, Intermediavirtual offers a complete service, in a sector full of competitors who usually offer just "products".

Customers

Intermedia works with clients ~~in~~ all over the world, thanks to the relationships created by the founder in the years.
There isn't a specific target, because there isn't a limit to the objective potential market, but they are looking for a specific range of the market for the future.
Usually, they prefer to work with small-medium enterprises for

dimensional problems and they don't want to work with the standard project or defined situations.
The central theme is gaining trust.

Myself

The founder in 1995 began a "maintainer" and was signed up in the official list of these figures in Italy, with others 500 colleagues.
In 2000 he had the opportunity to work abroad for 6 years, in the country of Balkans and not only. He worked in Bosnia, Kosovo, Montenegro, Macedonia, Armenia, Slovenia in the role of IT database expert. In this position, he had to deal with informatics and databases and these projects led the development of small-medium enterprises and how to support hem generally.
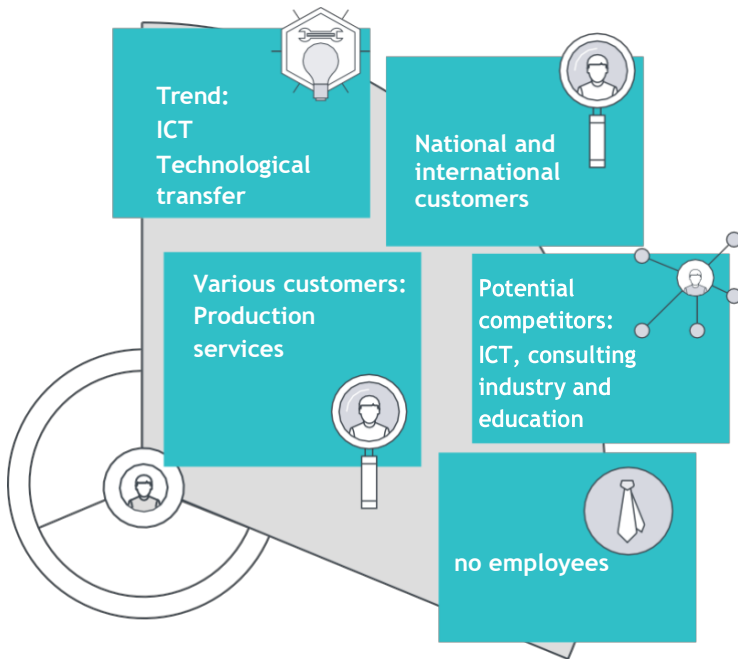
![Intermedia] **Development building blocks**

Story

Mr Castiello created the company in 1996 with other 2 members, with the form of an S.n.c. company.
They at the time, followed the local territory from Montebelluna to Padova, Treviso and the first websites of the local companies were created by Intermedia.
From general services, industries and manufacture they always ranged in a lot of fields, also they used common contacts, like interns, to create an interface with the companies for the web marketing. In 2000 the situation involved in bad and to continue alone the founder decided to change the activity in an individual company: this is the
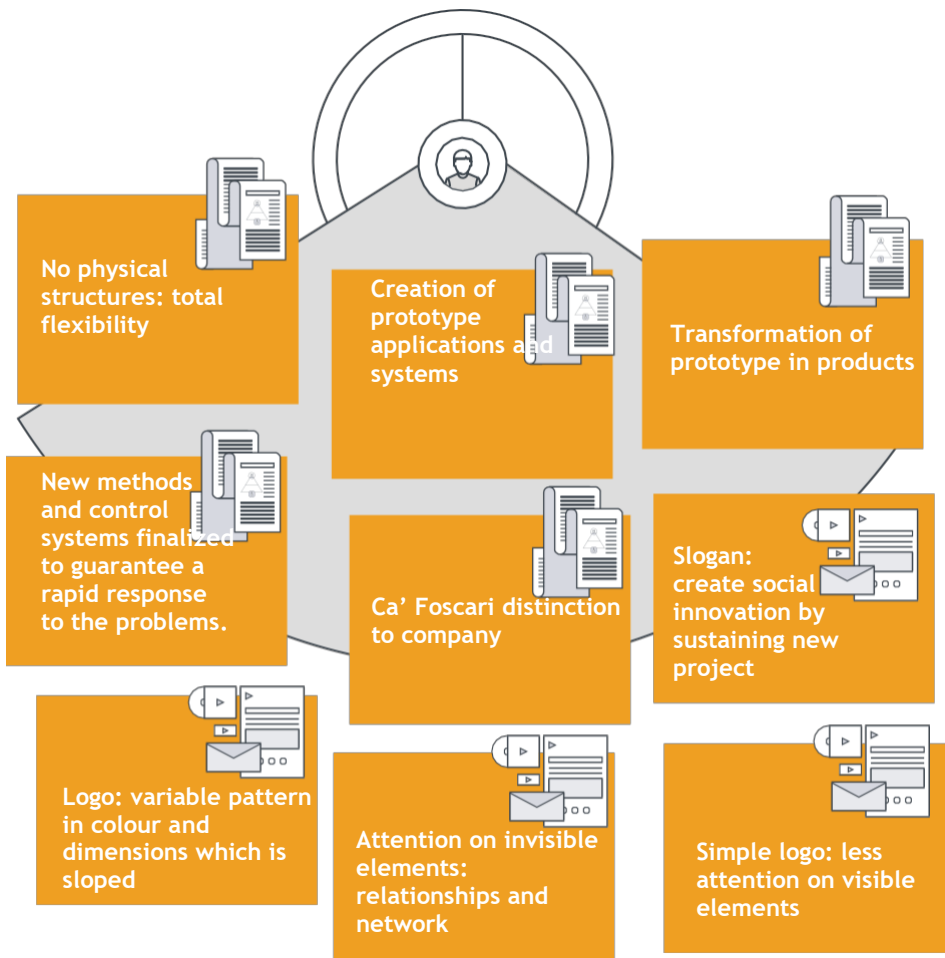
second phase of the story.

The individual company had 4 employees, who during the experience of the founder abroad were left "alone" through the years. So someone of them left and also became competitors. In the meantime the founder opened a new company with a new member for a short period named "Intermedia Serbia", which was in substance a branch of the main company. Although the life of this newco was short because of control problems and because of the type of the Serbian market, considered underdeveloped. Then finally in 2006, he founder met his actual wife, with which turned the company in his actual dimension: a familiar enterprise. They haven't employees and they haven't an office or a seat.

Visual elements

The logo of the company is composed of 2 rings, one grey and the other red: they represent the familiar enterprise. There was in time a development of the figure, starting from the original "@". The will was to transmit the concept of simplicity. The importance of the name of the company in terms of conceptual power and it includes everything that could be connected with the main sector.

We can read other meanings in the ring like trust, loyalty and etic which are important values of the company.

No physical structures: total flexibility

Creation of prototype applications and systems

Transformation of prototype in products

New methods and control systems finalized to guarantee a rapid response to the problems.

Ca' Foscari distinction to company

Slogan: create social innovation by sustaining new project

Logo: variable pattern in colour and dimensions which is sloped

Attention on invisible elements: relationships and network

Simple logo: less attention on visible elements

Intermedia **Implementation building blocks**

Internal branding

Intermedia shares several values.
First of all, the members describe as a characteristic point declination and charity not just to make something good but also to improve their own relations with the aim of gaining new opportunities.
Investing in new projects without an immediate profit, at the

moment in which the idea is ambitious and convincing is another theme in which they believe strongly.

Then also a close relationship with the client, research to total empathy in their situations to model what they want with freedom of initiative.

Adapt themselves in a society increasingly rapid: they use an answer strategy.

Explore to learn.

Do what is better for the client and not for me, with the goal of creating the groundwork for a trust relationship.

Communication

To communicate, Intermedia use just his website.

But the members declare that the most important channel strategy is the power of the words, in particular the words that their clients use to describe how much they are satisfied after a service or collaboration. So the company think that the feedback they receive is essentials to growth.

They don't use social networks and rather they criticized them because they limit the explorations and conduce to sedentary.

Channel strategy

The great professional experience of the founder allows to obtaining clients continuously, without the need to do marketing to sponsor the company. The customers come themselves thanks to the feedbacks of other clients.

It's also important to underline the massive use of the name of the company: "Integrated Communication", all types of communications that one needs in the world of digital marketing and which has a great impact on the eyes of the clients, in the opinion of the founder.
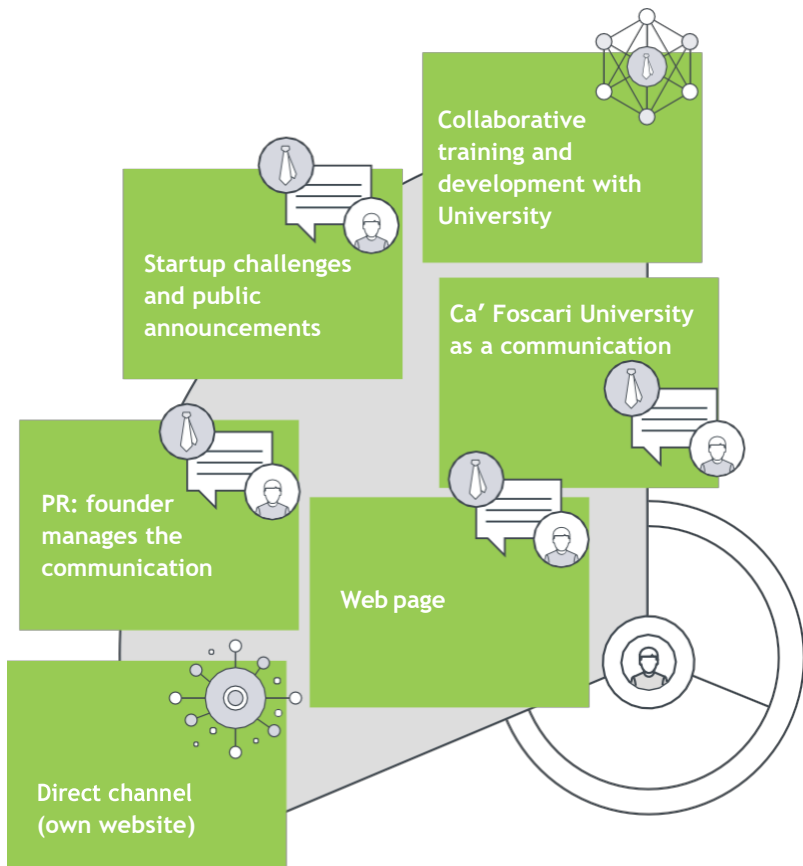
Validation and evaluation building block

The brand has developed greatly thank to a word of mouth between entrepreneurs. This is obviously consequence of the quality with which Intermedia completes its work.
An essential aspect is the close relationship with customers. As a matter of facts, one of the most important company's values is ~~the~~ customer experience.

Customers search directly Digital Views

Private and public competition

INNO tools
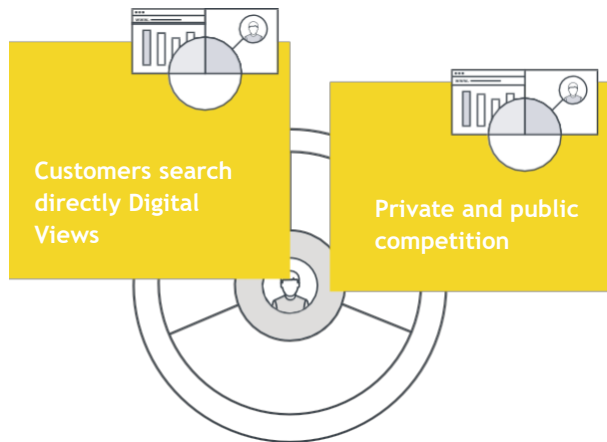
Practical Case:
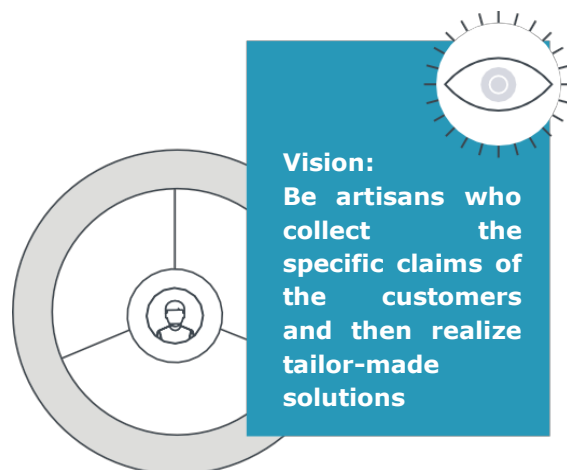
Questlab

Idea, mission and vision

Questlab S.r.l. operates in the business of economic and social research and data processing for the last 15 years. It has a consolidate experience in statistical survey management with traditional and innovative methods. It develops application for the data collection and analysis. Questlab believes in the quality of data at any cost.

They consider themselves as artisans who collect the specific claims of the customers and then realize tailor-made solutions.

Their products are unique, customized and thought in order to agree with the client's proposal. The purpose of the customer becomes Questlab purpose. They study the problem in all respects with criticality, expertise and spirit of innovation. They would like to maximize customer satisfaction constantly and try to improve the processes through continued investments in research, new methods, procedures and human resources.

Despite a difficult period, the company is looking for a new balance.

The challenge is to be able to maintain their identity and brilliance and lead an organisational transformation at the same time in order to grow up and acquire new market share in the future.

Vision:
Be artisans who collect the specific claims of the customers and then realize tailor-made solutions

Industry and competitors

Questlab is active in the ICT sector. Its experts and researchers focus on advanced market and socio-economic research, panels and surveys, cyclical analysis. Otherwise, they realize also tourism and social reporting systems and dashboard for municipality as well as surveys on customer satisfaction.

The data collection is their main activity. They can also process statistical information and graphs, make websites and datawarehouse.

Every year they collect 80.000 questionnaires more or less. They surveys are about internationalisation processes, innovation, green economy, patented assets, digital manufacturing, credit application, tourism, labour market and education.

When they began their activity, they were the only company in Europe that collected questionnaires via e-mail. Nowadays it is possible to identify some actors who operate in the same industry.

Doxa is an Italian company founded in 1946 synonymous of market research with a consolidated international network. Their experience ranges from scenario analysis, measurement activities, relational analysis between companies and their clients to in-depth quali-quantitative studies on brands, products, distribution and communication.

IPSOS is a global market and opinion research specialist founded in France. They offer to their clients a unique depth of knowledge and expertise.

Otherwise, nowadays people can create free online surveys through a google form and then the application allows to organise, analyse information without needing experts.

Customers

Questlab customers belong to different sectors, for example manufacturing, services, construction, tourism and public sector.

The main customer is Bank of Italy. Almost 70% of the customers are public authorities and non-profit organisation as Chamber of Commerce (e.g. Udine, Pordenone, Gorizia, Venezia, Trento), Regional Unioncamere (Lombardia, Friuli Venezia Giulia, Piemonte, Umbria, Emilia Romagna, Marche and Toscana), municipalities (e.g. Milan, Parma, Forlì, Verona), provinces (Venice and Milan), regions (Veneto, Toscana, Lombardia) and Ministry of Cultural and Environmental Heritage.

They have also important relations with universities (e.g. Ca' Foscari University, Milan Polytechnic), foundations and research institutions (e.g. Cnel, Cresa, Iris, Isfol, Prometeia).

Only the 30% are private trade association as Tecnoborsa and Innovhub in Milan, fairs (Fondazione Fiera Milano and Ipack-Ima), newspapers as Sole24Ore and La Stampa.

They carry out also survey for cooperatives (Lega Coop Veneto), labour unions (Cigl Veneto, Cisl Veneto and Caaf Nordest) and Confindustria.
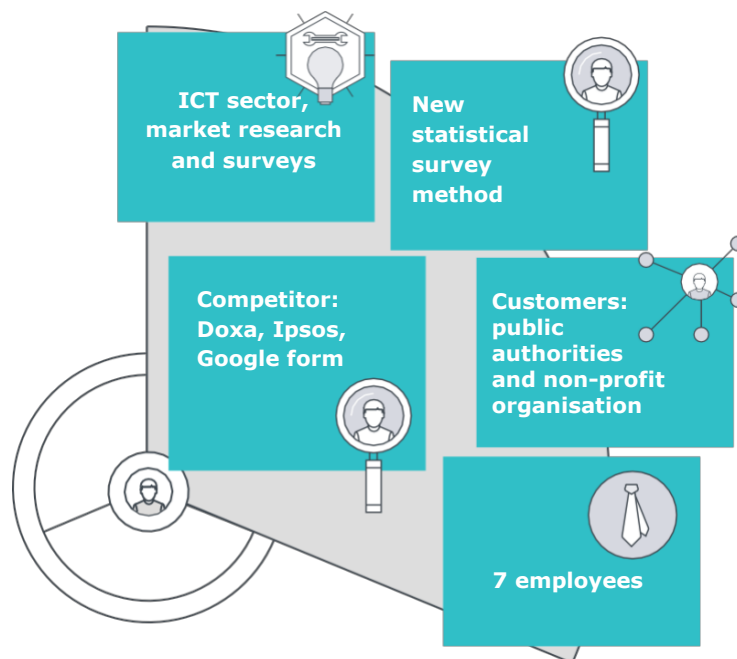
Myself

One of the two founders of Questlab, Giuseppe Castiello, is specialized in market research in particular in quantitative and qualitative surveys. After the master's degree in statistics, he works as statistical consultant for many companies and public administration. He took part in a lot of European cooperation projects as statistical expert, ICT consultant and database

administrator. He also is consultant for technological innovation projects and develops communication tool for statistical research.

In early 2000 he noticed the increasingly importance of the e-mail in the companies and developed a new statistical survey method base on this communication tool. He decided to send the questionnaire by e-mail instead of calling or fax.

The other founder is Nicola Ianuale. After the degree in economics received from the Ca' Foscari university in Venice, he worked together with several research institutes, such as the Chamber of Commerce, the National Statistical Office in Trieste, Eurostat, The Prime Ministers Committee and Eurofound in Brussels.

Actually the team is small, 7 employees more or less with a contact center in addition, but very professional and competent.

ICT sector, market research and surveys

New statistical survey method

Competitor: Doxa, Ipsos, Google form

Customers: public authorities and non-profit organisation

7 employees

Questlab **Development building block**

Story

Questlab is a dynamic and modern Italian company specialized in providing research and statistical consulting with both traditional and innovative methods (mixed mode interviews) founded in 2003 by an economist and a statistician. It is located in Vega scientific and technological park of Venice.

The main activity is the collection of information. When Giuseppe and Nicola started working together in 1999, interviews were led through fax, mailbox and phone. They understood the importance of the e-mail in the business world and decided to replace postal and interview mode collection with on-line questionnaire. In this way they put the attention on the web market instead of the traditional survey market.

This start up came out of a coincidence: in the 2002 they took part in a European survey about the price and wage development coordinated by the European Central Bank. They handled the survey about Italy and proposed this innovative method. The next year they founded Questlab.

This system guarantees a continuous improvement of the quality of the data collected in order to make the results of the survey available in terms of aggregate statistics. Questlab has also a contact-center in order to monitor customers' reminders.

Nowadays Questlab method is recognized internationally; the ISTAT, the Italian National Institute of Statistics, applies this mixed mode application too.

Recently Questlab is developing visual surveys: a questionnaire not only must have correct contents, but also interest and get people attention with nice graphics.

Questionnaires should be interactive and funny in order to make the person completing the form happy. In fact, people haven't got many time today, so questions shouldn't be boring.

Recently Questlab helped LifePrepair in the development of a survey about how citizens perceive the quality of the air in the Po Valley. In order to involve people in the completion of the questionnaires, LifePrepair gifted a tree to Veneto, Trentino and Friuli Venezia Giulia each 25 questionnaires sent. At the end of the survey, there was the "plant a tree" game. This initiative collected 500 questionnaires and Prepair finally gifted 250 trees.

Social networks are a big data source and here Questlab can obtain a lot of answers in short time from over 65 (Facebook) and young people (Instagram).

Today Questlab has a big platform for the collection of data from different sources (fax, post, smartphone). The supervisor follows in real time through a protection system how the survey carried out and can interact with the procedure.
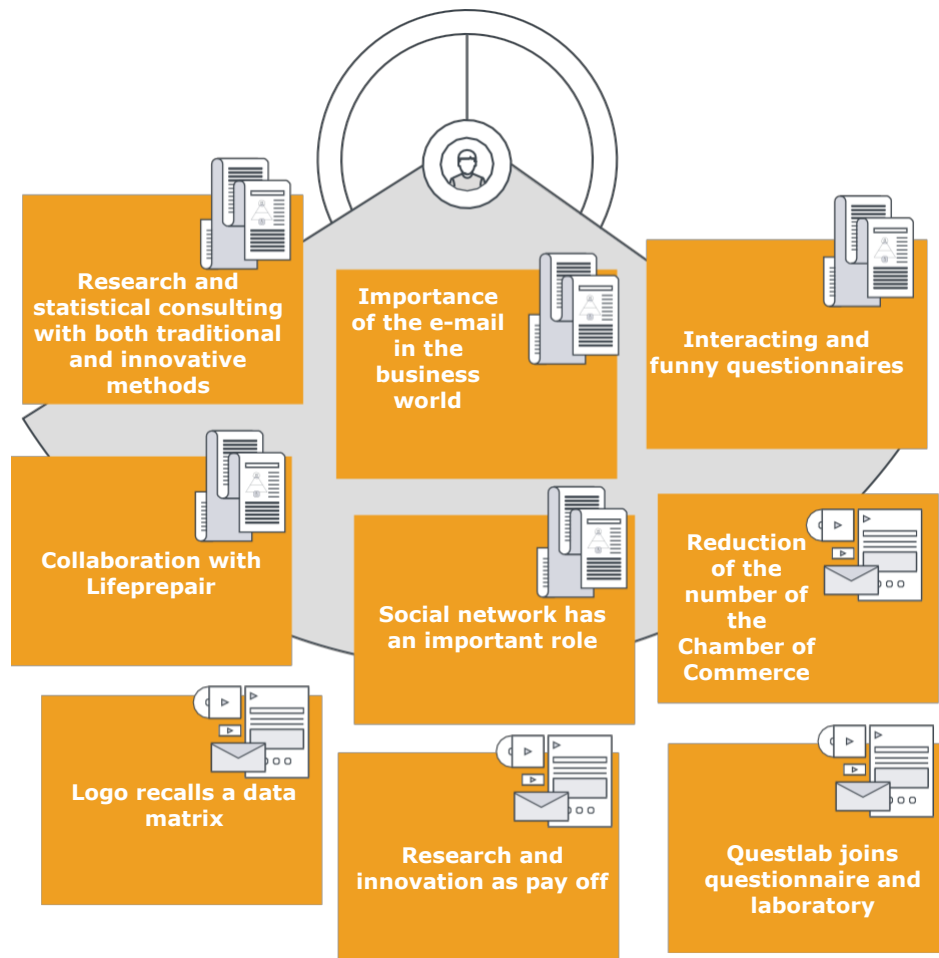
Human resources and relations are the most important resources for Questlab. Now, it is necessary to empower marketing and invest in innovation. Another problem is belong to a reduction of the Chamber of Commerce caused of a political restriction. Consequently Questlab must have to deal with a customer decrease.

Questlab recently founded Quantitas a spin off with the purpose of acquiring, processing and modelling the data, producing indications that can be immediately interpreted and exploited by the company management.

Visual elements

The Questlab logo recalls the logic of the data matrix. It is a stylized schedule that the founders decided to rotate 90 grades. In this way the table seems like a diamond. The aim is to give to the graphic form the idea of the company main activity.

Questlab joins two words: questionnaire and laboratory. In fact, at the beginning, the brand pay off was laboratory of online surveys. Today is research and innovation.

Research and statistical consulting with both traditional and innovative methods

Importance of the e-mail in the business world

Interacting and funny questionnaires

Collaboration with Lifeprepair

Social network has an important role

Reduction of the number of the Chamber of Commerce

Logo recalls a data matrix

Research and innovation as pay off

Questlab joins questionnaire and laboratory

Implementation building blocks

Internal branding

Questlab loves and trusts data, formulas and logic. For this company discovery and testing are a pleasure.

They believe in the quality in the quantity of the data collected. They think that numbers could become information and information could be answers. With their questionnaires, they would like to let the clients know that they are contributing to something.

They are convinced of what they do and they would like to create a good relation with their customers and partners. For this reason, they are trying to find new ways to thank people, who spend time in order to complete the questionnaire. They are all about customer service.

Communication

Communication is based on advertising on social networks, which send people back to the questionnaire. Considering that the main customers are public authorities and non-profit organisation, reputation and data precision are very important for communication.

The potential of Questlab from a commercial point of view is very high and in these years it is planned to invest more on this field.

Channel strategy

The channels used are Facebook and LinkedIn, but the most important direct channel is the website. The word of mouth is very important because in this way they can reach new customers.
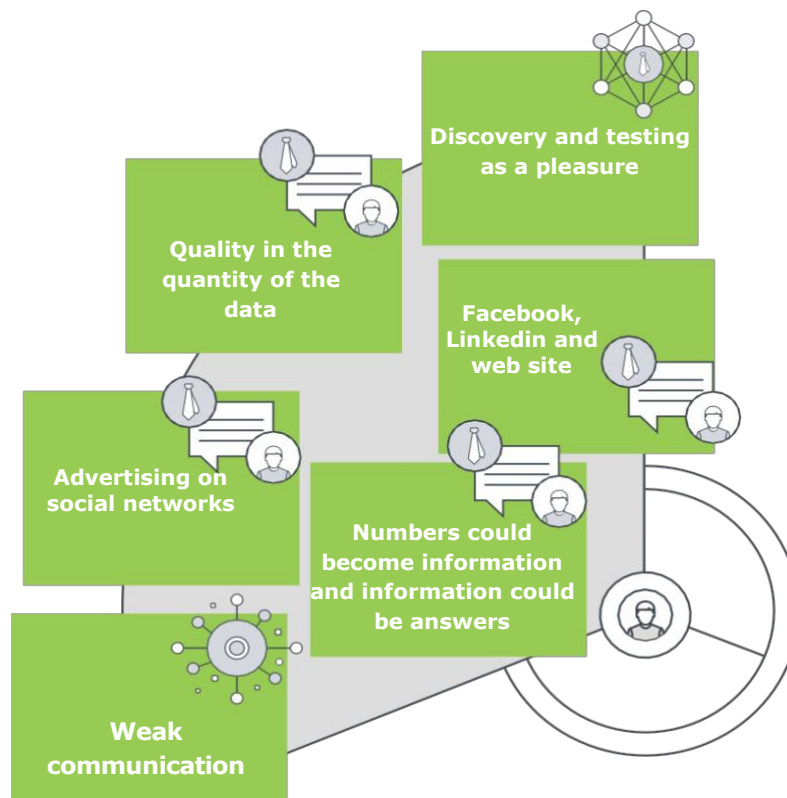
Validation and evaluation building blocks

Professionalism and expertise describes Questlab. They suggest new instrument for the customers with a constant updating of skills and tools. For this reason, Questlab surveys are very appreciated by the public sector and no-profit organizations.

INNO tools

Practical Case:

Moveo

Moveo

Moveo is an innovative start-up created in 2017, settled in Padua and Boston. It produces a particular kind of technological device, named "Exoband" which permit people with physical illness to solve their hardships. It consists in a sort of belt that is worn like shorts and with his rubber bans it helps your walk or allows you to walk if you are not able. At the same time you walk it take energy from you and gives it back to you in an another phase of the step cycle.

The product was recently launched and is ready to be introduced in large-scale distribution.
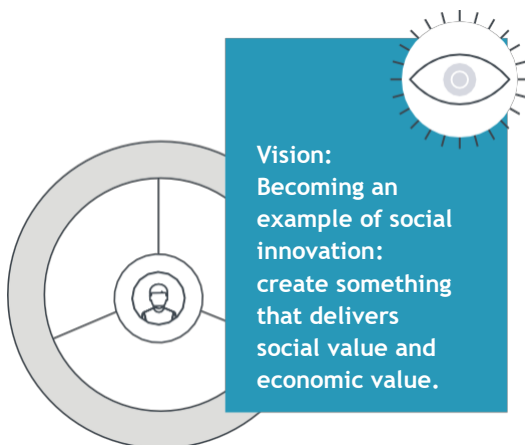
Idea, Mission and Vision

The technological sector it's always a step forward than the others, but the level of innovation changes depending on which country you go. The aim of this ambitious project is to bring a technological innovation starting from a country usually averse to risk, which is Italy.

The power of creating something that connects business with social it's the main reason who drive the people that are working on it.

So Ambition, Opportunity and Future are three essential words of the company: the ambition to challenge a difficult market but the same time the opportunity to bring something that does not exist and the intelligence to understand today's social problems and searching a solution in a future vision.

**Vision:
Becoming an
example of social
innovation:
create something
that delivers
social value and
economic value.**

Contextual building blocks

Moveo Walks

Industry and Competitors

The field of research in which "Exoband" was developed is the one of ecoskeletons and today in this sector there are electronic devices which cost 20-30 thousand dollars and which allow people without the possibility of moving alone, to stand alone and to take a few steps.

The Moveo's idea is different: utilize anyway your own legs to move and to walk, without a bearing structure under and in the other hand the possibility to use less energy with the device. So it isn't a substitute product of a stick or a cart, it's something new compared to competitors.

What differentiates this product from the others in the marketplace is that here there aren't motors, batteries or sensors and due to this the final result it's that is much easier to use, it's much lighter and the final price it's very low. It hasn't any electronic element: no computer, no cards, etc. it's all mechanic and it moves with the "patient" through the elastic springs that stretch and then come back giving the push.

The assumed launch price it's lower than 1000 euros, with a different function but also a different convenience, closer to those in need. This reason explains that Moveo researches as a competitive advantage the customer adaptation.
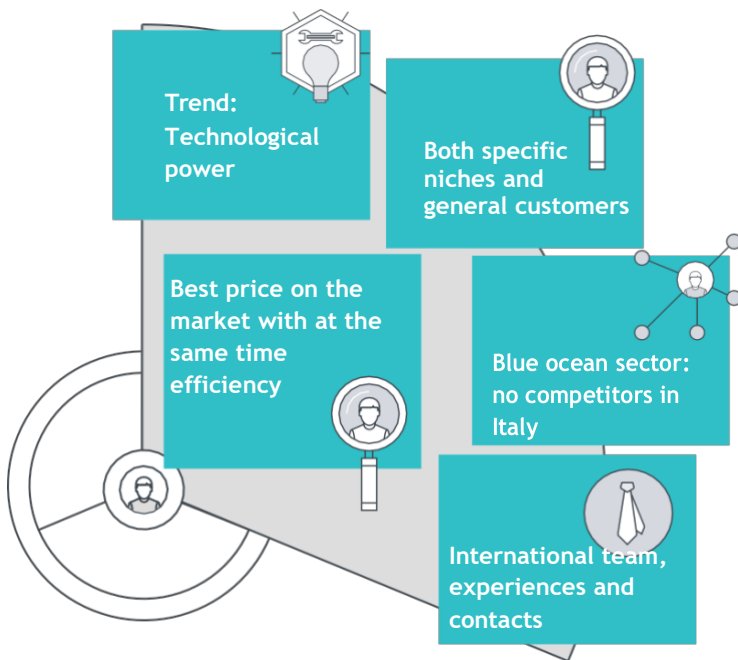
Customers

The first kind of customers to whom Moveo aims are the physiotherapy and rehabilitation centers, thus indirectly the people who go in this centers for cure themselves through the device.

The second step, with some precautions, is to arrive to the mass, the people who have different "motor disorders" and other problems.

By those considerations the potential and the possibilities are a lot, also in terms of clients, both for B2B and for B2C.

Myself

The founder has developed experiences abroad before creating the company, in particular he spent several years in USA, working for Harvard University of Boston, and 4 years in Australia. Then he decided to come back in Italy, his native country to take this challenge, also including contacts created at Harvard.

Trend: Technological power

Both specific niches and general customers

Best price on the market with at the same time efficiency

Blue ocean sector: no competitors in Italy

International team, experiences and contacts

Development building blocks

Moveo Walks

Story

The founder, Mr. … decided to give shape of his idea in the summer of 2017, founding Moveo with one collaborator located in Boston. Subsequently they create the product and tested it scientifically on a large target composed both from young and old people. In December 2017 a clinic trial was concluded on 30 patients with different types of slow motion (pathologies, injuries, and others…) in collaboration with the medical center of Padua. The results have been positive and now the product is ready to extend his production scale, which is entirely at their expense.

By now the team is composed by 5 elements between Padua and Boston. The Italian part is composed by an engineer who builds physically the devices, another engineer who follows the part of research and development, does tests and analyzes, and a girl who deals with the marketing management.
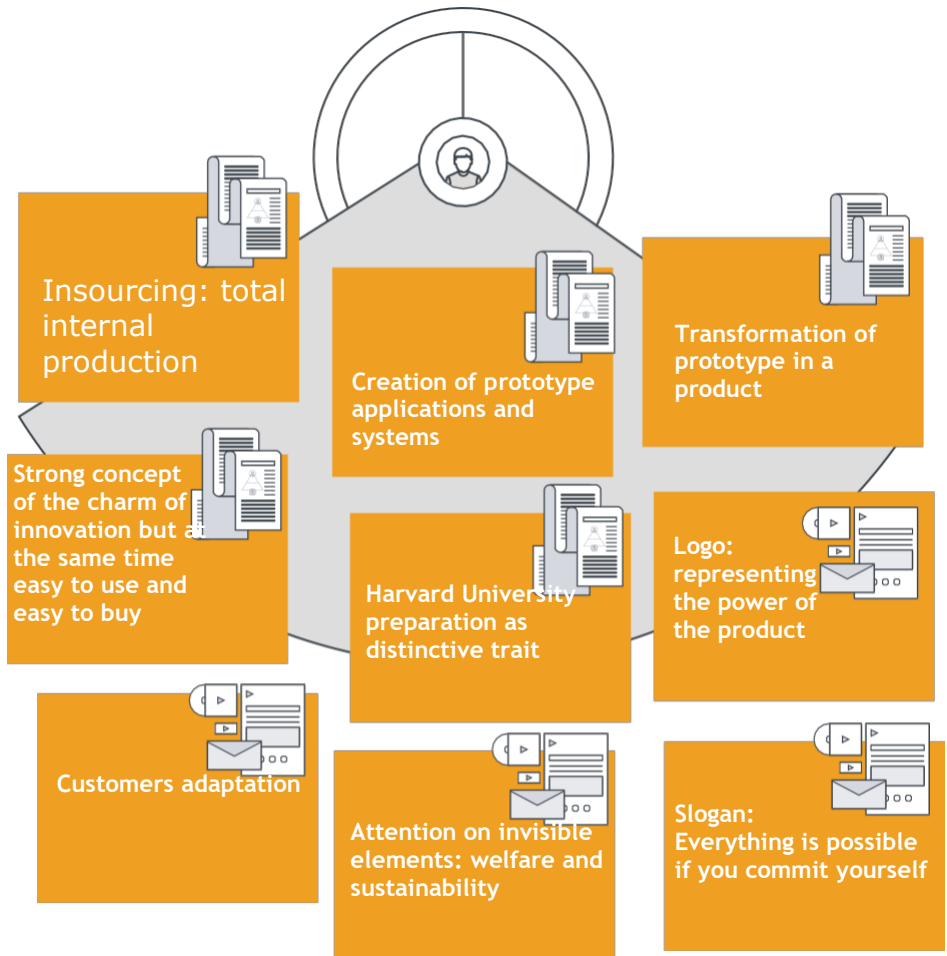
Visual elements

Moveo has a logo which represents a leg that is overtaking an obstacle and the two initials of the company name, "M" for Moveo and "W" for Walks, on the side defining this limb in movement.

The colors used in this logo are black and orange, and there isn't a specific reason for this choice.

The origin of the name derives from the possibility of being read in more languages.

Probably the representation of the brand could be more efficient: at first sight isn't so easy to understand the meaning of the logo, so probably it should become more simply.

Insourcing: total internal production

Strong concept of the charm of innovation but at the same time easy to use and easy to buy

Creation of prototype applications and systems

Harvard University preparation as distinctive trait

Transformation of prototype in a product

Logo: representing the power of the product

Customers adaptation

Attention on invisible elements: welfare and sustainability

Slogan: Everything is possible if you commit yourself

Implementation building blocks

Internal branding

The slogan of the company is "everything is possible if you commit yourself" and this is what they want to demonstrate to the world and also to themselves, any obstacle can be overcome, every challenge can be won.
We can say that Moveo research "challenges" in all his aspects: in the business with a new innovative product, in welfare trying to bring something good for the society, in the location taking a risk to increase the potential in a community without a particular risk appetite. Work with young people it's also a main value of Moveo, they want to give opportunities to those who have decided to stay in Italy or have not had the possibility to go abroad.
Finally the feature of "to be ambitious" is a carrier value: bet on something which doesn't exists in a market usually full of options stimulates a lot the project.

Communication

In terms of communication Moveo use as a power to perform in the business the fact that Exoband doesn't exist, so it's an innovation, and this message they want to use to catch the attention of their clients and users.
Associate the product created with something very useful in our society it's another strategy usually adopted to spread the idea in the community and in this way Moveo tries to do this connecting the use of Exoband with the everyday use of shoes. Emulate the image of shoes for different functions and goals, indeed Exoband could be personalized with different features in fuction of the final particular use, while not changing the basic technology.
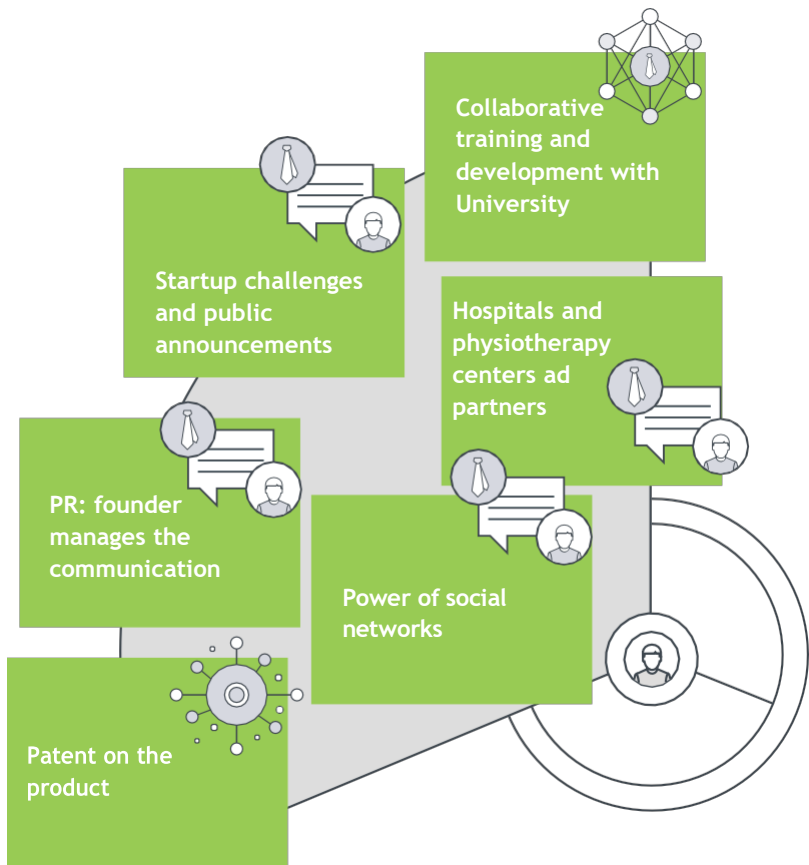
Channel strategy

Moveo is still working to upload his website, which is not ready yet. Rather today they work especially with social networks, connecting every day with other similar projects presented in

the whole world and this sometimes could conduce to collaborations and mutual sponsorship or indirect promotions. The most important idea for the channel strategy is to launch a crowdfunding project in the Kikstarter platform, to raise more capital.

Another important theme is that the founder and his team decided with this new product to use a proposal strategy and not a response strategy, in a very specific sector that is the technological sector and addressing to a particular kind of costumers very difficult to convince.

Probably Moveo has to increase his power "on the square", with such an important idea and of course the first move to be contacted and to interact with major number of investors is to complete the website, in which Moveo can describe in deep his ideas, times, opportunities, etc. etc.

Collaborative training and development with University

Startup challenges and public announcements

Hospitals and physiotherapy centers ad partners

PR: founder manages the communication

Power of social networks

Patent on the product

Validation and evaluation building block

There is a great interaction and an important collection of consents thanks to the great interest by the technological, innovative and social point of view. This combination of factors is rewarded from consumers and mostly from investors.

The company has recently obtained a great media success thanks to the second place reached up in the "Gaetano Marzotto" competition for the SME's, challenging with many others enterprises equipped with bigger resources respect of the ones owned by Moveo.

The problem from several investors is to understand the potential reach of the project, it's important to bring this point. Often investors want an immediate returns of capital invested,

thus they prefer to be involved in already well established situations and not in innovative start-ups which hardly earn at the beginning. There is a lack of the concept of investment, in Italy mostly it's associated with the concept of loan, which is different.

To raise more founds Moveo could participate in more call for tenders, not only locally but also abroad, where the appreciation and the valorization for project like this are faster in terms of growth times.

INNO tools
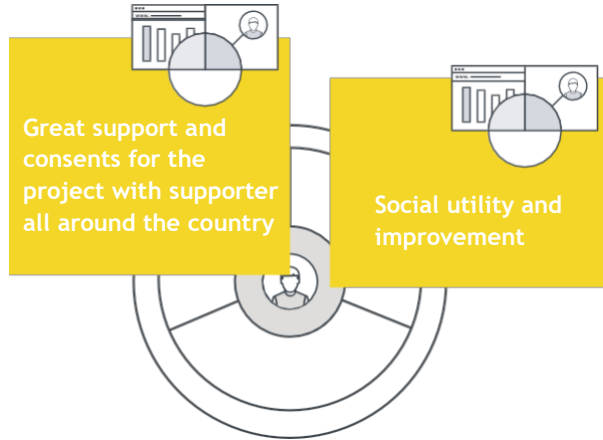
Practical Case:
LaCottura
ITALIAN DESIGN

WP 3.1.2 - Interview

Idea, mission and vision

La Cottura ITALIAN DESIGN was born in May 2017 by a group of businessmen with the aim of making a profit and being able to do passionately something on their own.

They had noticed the potential of induction cooking and would like to be experts and specialists in this niche market in the future.

Their mission is to manufacture high quality and design products fully Made in Italy with superior performances, durability and elegance.

ITALIAN DESIGN is aware of any hint of innovation or trends and tries to develop new products anticipating market requests.

Be pure Italian is their value proposition. In fact, many brand names sound Italian when most of their products come from other countries.

ITALIAN DESIGN's vision is to grow up in the future thanks to their commercial relationships and possible partnership with very important interior design companies.

Today the company counts three employees and it also collaborates with 3-4 professional figures and consultants.

Vision: manufacture high quality and design products Made in Italy with superior performances, durability and elegance
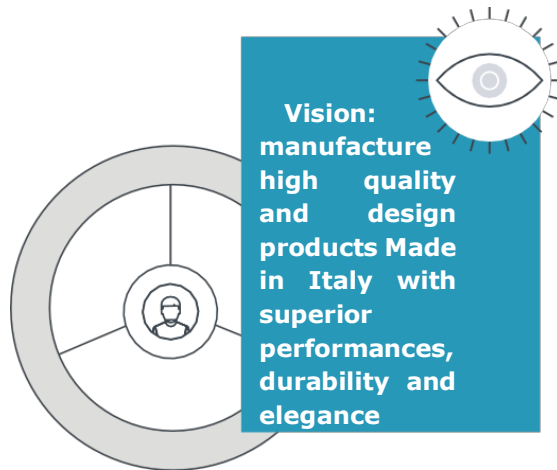
Contextual building blocks

Industry and competitors

ITALIAN DESIGN belongs to the electrical household appliances industry. There may be free-standing or built-in models. The first offer an easy installation and can be placed anywhere in the kitchen. They can be purchased in Large-scale retail channels and appliance stores. The second ones are built-in the kitchen cabinetry or walls, permanently installed in the kitchen so they can't be relocated, although they have longer life spans than freestanding units.

In this sector it could be hard for a start-up to gain market share if it provides standard and basic products as its major competitors.

ITALIAN DESIGN can differentiate from other companies because offers a range of induction hobs that meet the needs of niche markets in which big companies don't have the incentive to make investments.

One of their main competitors is BORA, the first company which developed a ground-breaking cooktop vapour extractor system, founded by Willi Bruckbauer in 2006.

Customers

ITALIAN DESIGN is active as OEM company. It produces parts that may be marketed by another company and, in this case, the main customers are manufacturers who buy domestic appliances (for example induction hobs, fridges, ovens, tap fittings) from different companies and then sell the assembled kitchen to the furniture sellers.

ITALIAN DESIGN proposes itself also as contractor and helps manufacturers assemble the products (especially stoves and ovens).

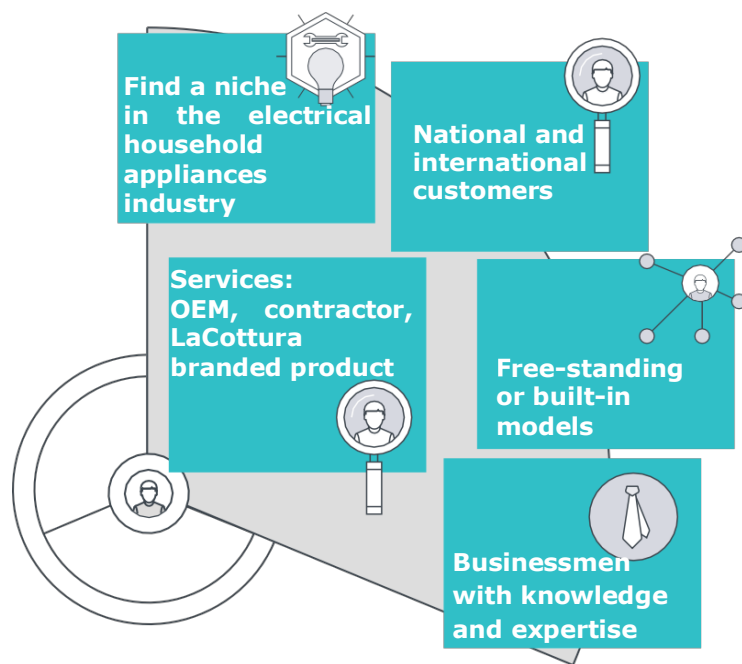Furthermore, the company allocates electrical household appliances with brand *LaCottura* in the furniture market.

LaCottura is highly appreciated abroad. Geographically the major market areas are North Europe (United Kingdom, Belgium, the Netherlands), Saudi Arabia, Canada.

Even though selling products on the internet guarantees higher margins, ITALIAN DESIGN doesn't lean on this channel both because the induction hob with integrated cooker hood is a technical product and because e-commerce requires sales structures that ITALIAN DESIGN doesn't have at the moment. The distributors have a key role for the development of customer relations and explanation of the functions of the product.

Myself

The founder of ITALIAN DESIGN is Carlo Cesca, a young manager with a Bachelor's Degree in Economics and Management obtained in 2015.

The company was founded in May 2017 by a group of businessmen with a decennial experience in the household appliances industry. Previously, they tried to acquire a household appliances company, but this project could not be finished because a bigger company won out. In order to exploit their knowledge and expertise, Carlo Cesca and his partners developed an electrical stove and in this way started up their business.

Find a niche in the electrical household appliances industry

National and international customers

Services: OEM, contractor, LaCottura branded product

Free-standing or built-in models

Businessmen with knowledge and expertise

Development building blocks

Story

The electrical household appliances industry is a mature market, but small businesses can focus on a niche and address a need for product or service that is not being satisfied by mainstream providers, finding in this way potential customers.

ITALIAN DESIGN was founded in June 2017. The effective production began in January 2018 after few months needed for obtaining permissions and designing products.

The first catalogue had simple and basic products, but it didn't enable the company to establish itself on the market. So, in the Spring of 2018 they decided to focus on fewer niche products. One of them is an induction hob with a dimension of 85 cm and ITALIAN DESIGN is the only company in this market in Italy.

Nowadays the induction hob is popular. ITALIAN DESIGN offers a range of products that meet customers' needs. They are simple to use and clean, pretty sight, not bulky, cheaper than Bora's products. Furthermore, the ITALIAN DESIGN product is ready to be used, instead of BORA ones, that needs to be assembled.

In addition to induction products, it offers a range of electric hobs and other appliances that can be manufactured upon customers' requests.

At the moment the 80% of the final product is sold with the brand *LaCottura*, but in the future the company would like to increase the OEM sector because it is simple to make volumes and economies of scales.

Recently ITALIAN DESIGN launched the new induction hob with integrated cooker hood. It is easy, safe and effective with a lock of controls for children safety. This evolved product has got an exclusive mechanism that it aims to lift the glass top completely for an for an easy and immediate and simple cleaning of the entire hood from the food parts or liquids that may fall. This product is patented together with a cooker hood company from Milano and they would like to enhance their partnership in the future founding a new company to sell their hob together with the same brand.

ITALIAN DESIGN is growing up and a new recruitment in the administrative area is announced. The company is developing new solutions, new colours, new solutions for the future and the founders say to expect a rise turnover at the end of 2019.


Visual elements

The brand name and the logo are registered. The company uses not only the website but also social networks like Facebook, Instagram and Linkedin as communication tools.

The logo points out that the company manufactures hobs. In Italian the word "cottura" means the art, technology, science and craft of preparing food, cooking for consumption by people in their own dwellings.

The logo, realized by a design studio, refers to the Italian spirit and style and it is very appreciated abroad.

LaCottura is a logo that goes well for a B2C company. A B2B company as ITALIAN DESIGN should have a more technical logo.

Orange and black, the colours selected for the logo, draw the warmth of the kitchen.

Electrical household appliances industry is a mature market

Creation of a new induction hob with integrated cooker hood

Product are simple to use and clean, pretty sight, not bulky, cheaper

Patented products

Meet customers' needs

Niche products

Logo: refers to the italian spirit and style

Colors of the logo draw the warmth of the kitchen

"Cottura" means the art, technology, science and craft of preparing food
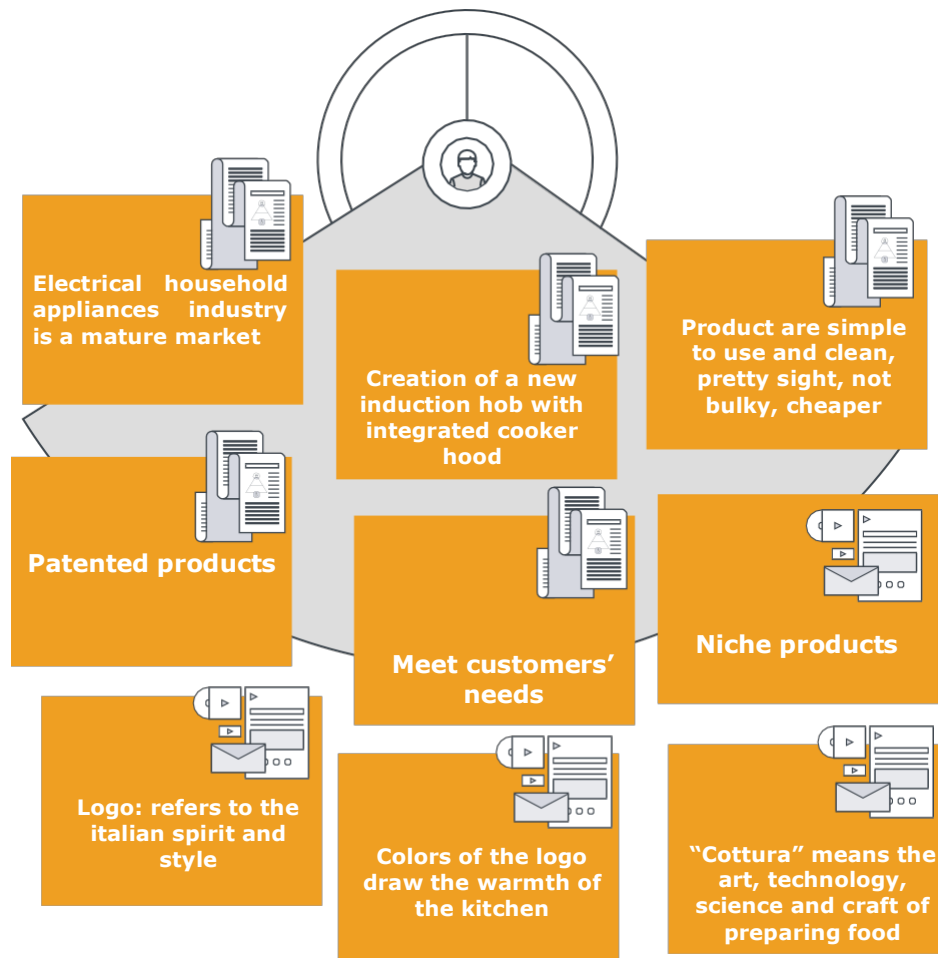
Implementation building blocks

Internal branding

ITALIAN DESIGN shall market itself as induction hob designer, able to realize tailor-made and sartorial solutions.

Its success is related to the ability of the distributors to explain the technical specifications of the products, otherwise the customer doesn't understand the potential of the hobs.

They believe in the principle of simplicity. Theirs products are easy to understand, easy to plan, easy to install and to service.

Furthermore, another important value is being Italian. This is synonym of beauty, design and quality abroad.

Communication

For the communication, ITALIAN DESIGN has not a well-defined strategy. Until now the founder, Carlo Cesca manages the organization of communication autonomously.

The company's communication is based on social networks (Facebook, Instagram and Linkedin) and the web site, but is weak actually.

Recently on Facebook the company uploaded a video presentation of the induction hob with integrated cooker hood, very useful for sellers during the promotion of the product.
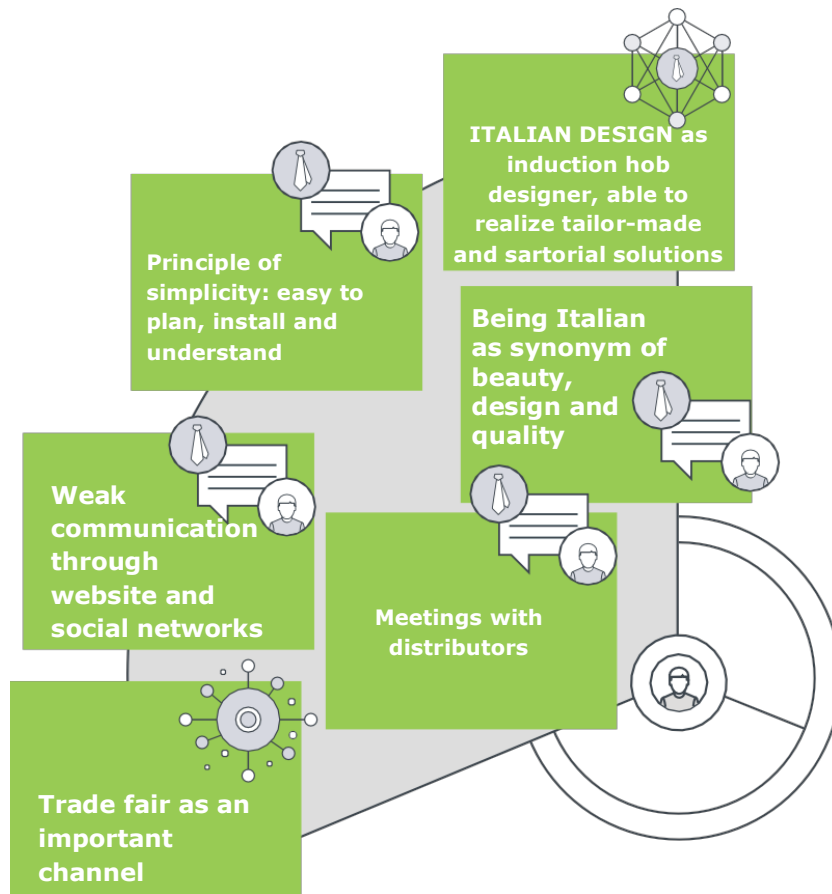
In addition, they print a catalogue, available from distributors, with the items in the collection.

Channel strategy

The website is going to be redefined because it is not complete and it doesn't reflect the image of company and its values.

ITALIAN DESIGN takes part in sectoral trade fairs like the fair in Köln, for example. Here the company shows its new induction hob with integrated cooker hood, very unique product on the market.

Carlo Cesca sets up meetings with distributors in order to be sure that they understand the product. For this reason he organizes training courses addressed to the sales force and he sometimes assists the trading agents in order to see how they describe the product to the customers.

ITALIAN DESIGN as induction hob designer, able to realize tailor-made and sartorial solutions

Principle of simplicity: easy to plan, install and understand

Being Italian as synonym of beauty, design and quality

Weak communication through website and social networks

Meetings with distributors

Trade fair as an important channel

Validation and evaluation building blocks

The brand was developed through the strength commercial relations that Carlo Cesca managed to create. The validation and evaluation of the building blocks is realized through the feedback obtained from the sellers and distributors, who are the link between the company and the customers. In thi way, ITALIAN DESIGN can understand if the market appreciates their product and otherwise change its strategic choices.

LaCottura is appreciate a lot abroad because is synonym of being Italian. Fairs aim to promote eve better ITALIAN DESIGN induction hobs and allow to create contact with potential clients.

Practical Case:

Foxwin

INNO tools

Idea, mission and vision

Foxwin is the online platform designed to identify and select ideas and to transform them into real, innovative projects.

Since the world changes continuously, companies should innovate in order to adapt to new market needs or they risk becoming obsolete. This business idea tries to solve a gap between companies: Foxwin supports the employee and manager in the pursuit of new solutions.

The platform's purpose is the collection and implementation of innovative ideas from the operational staff of the company itself. In fact, workers and clerks know business processes, products and services very well and can point out critical issues. Even though, Human Resources have a great potential, it is difficult for them make their voice heard because of a rigid organisational structure.

Foxwin gives value to the most important asset of any organization: people. In fact, it helps companies to remove organisational and communication barriers and also employees to suggest ideas and tips with the aim of improving the company and making the processes more efficient.

Foxwin takes up the Teal organisation's principles and change the purpose of the organisation in the timing according to its people change. At the beginning, their mission was to help people to realize their ideas.

Today, instead, it is to help people to fulfil their potential, contributing to the success of organizations and spreading positive values. The purpose, so, has evolved from year to year up to be need for self-fulfilment. It means that people not only try to realize their ideas, but also to follow their passion in order to be happier and more productive. The improvement regards workers in the company, but also the company itself as part of the society. In this case, Foxwin would like to develop a social and environmental ethic and improve the company environmental impact and people wealth. Changing the labour market is their vision.

Vision:
Help people to fulfil their potential, contributing to the success of organizations and spreading positive values

Contextual building blocks

Industry and competitors

Foxwin provides softwares that can help the companies to solve the problems of the entire organization or of a single department, involving all the collaborators or a targeted group.
Foxwin does not offer an advisory service to the company, but just leads the process regarding the start of the "campaign of the ideas" and implementation of the platform. Strategical decisions for the company should be taken in collaboration with strategical and advisory experts.
Injenia could be a possible Italian competitor, because it operates in the provision of services and IT solutions, in particular for the vocational training. They hand out management softwares, support the organizational process and give advice. However, there are differences between Injenia and Foxwin. Foxwin put people at the very core of its value proposition and the platform allows many interactions between workers and managers. It can be considered as an alternative way to find new solutions. Injenia's softwares, on the other hand, help companies in the division of duties and tasks and in the planning of professional training without enrichment of people and organization.
There are also American or foreign companies that offer a platform similar to Foxwin one, but it is not easy for them to enter in the Italian software market because in this country "campaign of ideas" are not so widespread. So, companies prefer Foxwin because they need someone who teach them why "campaigns of ideas" are important and how they can gain an advantage.

Customers

Foxwin can offer dedicated solution for any sector. In the industrial sector, it can be useful to improve the efficiency of the production, to obtain better products, processes, and work environments. In the pharmaceutical sector, the platform allows to share ideas, leveraging the organization's collective intelligence and managing the entire process of innovation and business improvement. It helps in rewarding the employees and in creating an environment based on merit. Schools and Universities can use Foxwin in order to collect student suggestions to encourage students and teacher to improve the institution.
Foxwin can also help companies create networks and consortia. In this way they can communicate together and to create teams, where they can develop new project, catch opportunities and create revenues.
Nowadays Foxwin can count on 8-9 medium-size and larger companies with more than 50 employees as customers. They operate in different sectors, for example, they are banks (Bank of Udine), cooperatives, pharmaceutical companies. All these companies have an entrepreneur or manager that decided to enhance and believe in the Human Resources in common, sustaining a culture of engagement, a critical resource to achieve business results.
The customers can benefit from a free trial period and can interrupt the contract without penalty. Foxwin would like to create long-time partnership in order to help their clients in the innovation process and have a profit.

Myself

Foxwin is a young organization, but its people already have important experiences in big companies. There is not a hierarchical structure, but an organization of people who, through their own experience and their desire to work together, create new, innovative processes. This is possible because people share a common vision and values. People in Foxwin decide their position, task and team who work with. They establish their goals bottom-up and choose their

salary, working times and vacation. There is a great incentive in continuous training. Each month there is a staff meeting with the aim of working better together and being efficient. They would like to create a place where work and private like live in harmony.

The team is multidisciplinary: a lead developer, a business anthropologist, a communication manager and other experts. The founder, Filippo Causero, studied Engineering of Industrial Production in the Polytechnic University of Turin and then got a Master of Business Administration (M.B.A.) in the College des Ingenieurs Italia.
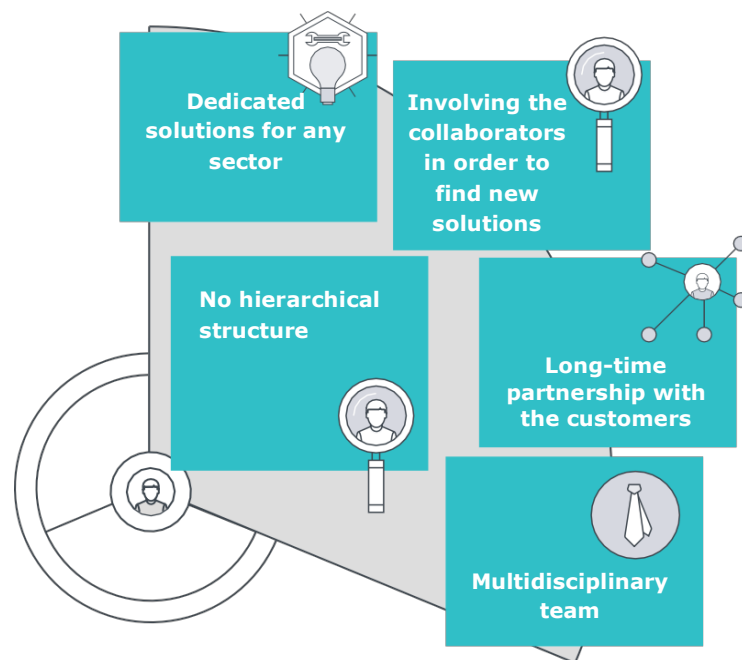
Story

Foxwin is a platform that brings innovative ideas to life, producing ethical, cultural and environmental results, while creating tangible benefits for businesses.

During the M.B.A., Filippo Causero increased awareness of the importance of the employee in the company. A good manager should create a positive relation with colleagues and workers, not only give orders. Listening the others, he can better the work environment; make work more satisfying and positive for people and organizations much more productive.

Otherwise, an increased awareness comes from self-management readings, in particular Frederic Laloux's "Reinventing Organizations". Thanks to this book, the founder of Foxwin understands the importance of freedom and trust in an organization.

The business idea came about in 2014 during Filippo Causero's experience in CNH Industrial (Iveco). Here, working as consultant during the Master's in Business Administration, he organized and coordinated the highly successful "Drive the Change contest" to involve all employees, who knew very well the company, in the continuous improvement of processes. From this project, many suggestions have been implemented to simplify, automate and create safer and more efficient processes throughout the EMEA area. The contest also helped to save 2.7 million euros, improved team spirit and encouraged employees to share their knowledge with their colleagues.

During the M.B.A. Filippo wrote the business plan of his business idea and then he returned to Udine, where he started to develop the software. This platform tries to solve a gap in the labour market. Very often only operational staff are aware of all problems and inefficiencies. Thanks to the platform, everyone can propose their idea of improvement in a few simple steps. It will be possible to highlight and solve problems that were previously unknown, making the whole organization more efficient and profitable. In fact, companies usually spend a lot of money looking for a specialist, who should find a solution for organisational structure issues. The software can solve the problems internally. The good ideas and answers of the employees can be report easily to their superior, who can find good answer to big problems saving money. In November 2016 Filippo Causero founded Foxwin and then started to sell this B2B service.

Foxwin staff helps organizations in structuring a process that continuously generates new knowledge and innovative projects to make the organization more competitive. The Foxwin platform uses the employees' collective intelligence to stimulate and enhance the process of innovation. It is easy to create a challenge to solve the problems of the entire organization or of a single department, involving all the collaborators or a targeted group of experts. Just set a title and a description and everyone will be able to start solving the problem. Companies can collect many ideas through the creative capacity of the employees. Then colleagues select, vote and comment the most valid proposal that will be realized. The evaluators approve the best ideas transforming them into projects, implemented by a team of competent people capable of producing benefit. Then the best projects and ideas will reward in a ceremony or with a prize. In this way, a manager can involve the entire company to find brilliant solutions to global issues.

In addition to the direct sale of the software, Foxwin offers a set of services that help companies to make the most of the potential of the software and to improve the entire process of innovation.

Foxwin's staff supports organizations in engaging all staff, taking into consideration the different types of roles and personal motivations, supports the creation of an effective incentive system to make the organization a productive, meritocratic and target-oriented environment. Foxwin supports and trains your managers in launching challenges, structuring the competition of ideas, and solve complex problems. It promotes the campaign of ideas, actively involving staff, monitors its progress and signals opportunities and improvements, it helps the company in the evaluation of the ideas. Furthermore, it support organizations in creating a structured

process of continuous improvement with personalized consultation according to the specific needs of client. The training is aimed at managers before the start of the program in order to familiarize with the IT tool and provide practical advice for leadership activity in a context of innovation.

With Foxwin it is possible to manage the projects, appoint a project manager, select the team from a group of people who have voluntarily applied for their implementation, define and assign the tasks to each one. You can keep track of the progress of each project and make sure it generates profits.

Visual elements

The company logo represents a fox. A story tells that in the past the hunters thought that foxes were stupid and naïve. Actually, these animals are very clever, smart and difficult to hunt. This story is a metaphor of the relation between managers and workers. The entrepreneur usually thinks that his employees can only follow orders instead of find solutions for real organization's problems, but they can do much more and bring value for the company itself. In short, if you behave as a fox and be intelligent, then you win! From here, the name of the company: joining the word fox – the clever animal - with the verb to win, we obtain Foxwin.
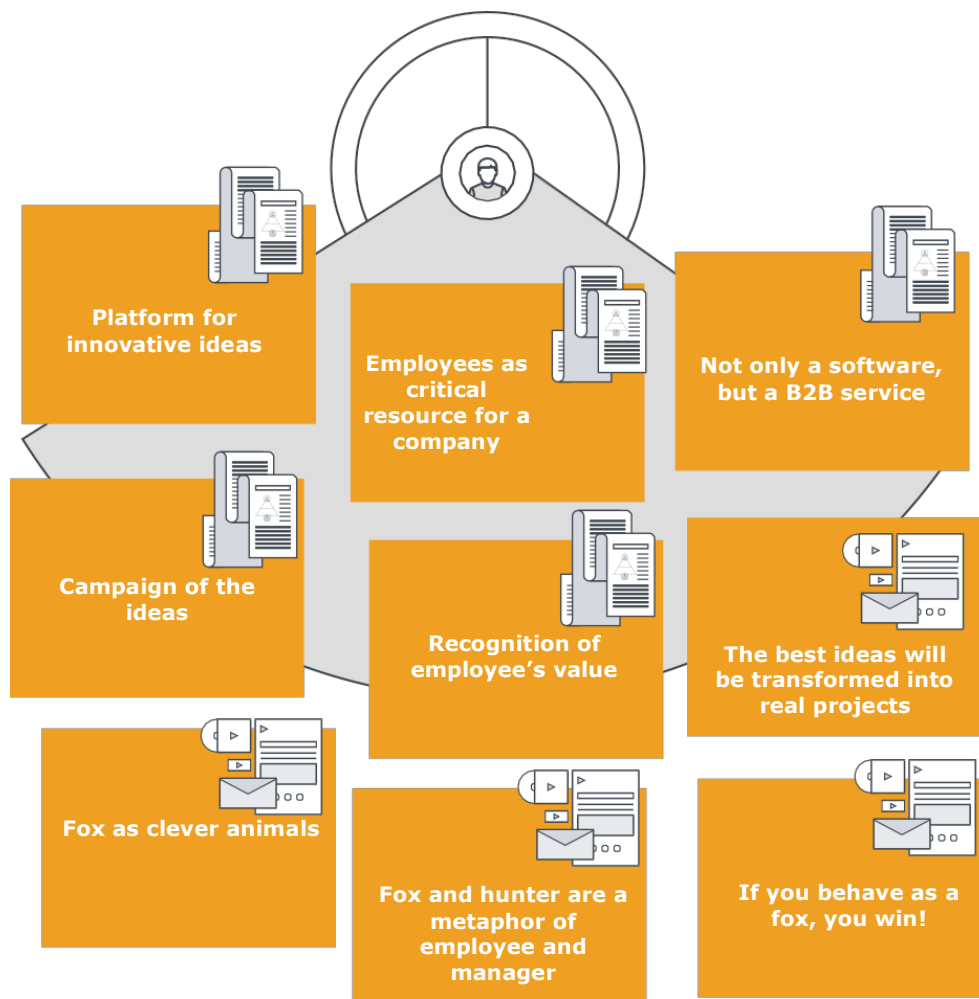
Implementation building blocks

Internal branding

Foxwin believes in the value of people and in their ability to improve not only the organization in which they operate but also the environment in which they all live.

They follow this principle: "People must respect the commitments they assume".

In order to be ethic and responsible, Foxwin identifies the following values, which lead its action.

They **love** and **respect** their stakeholders, the planet and work they do.

They are **open mind**, open to innovation and people with different background.

Empathy is also important: listening people and colleagues with open heart, putting ourselves in the shoes of others.

Information is power. So, in Foxwin there is **transparency** and **honesty** with colleagues, with clients and stakeholders. They give all the necessary information to let them understand the business and the software. Only in this way, they can create long-lasting relations.

Foxwin **trusts** people because it believes that if you give trust you receive loyalty in return.

Here there is **fairness** because the company provides everybody the same opportunities.

Everybody is **free** to show itself completely at work being able to show emotions and spiritual side.

People in Foxwin are engaged in a continuously development, looking for new experiences, trainings, studying and meditation. Personal **improvement** is an important part of their belief.

Communication

Recently they launched an interactive online public community. Through the community, made up of Foxwin users and everybody who is interested in organization welfare and sustainable development. Clients will have continuous support from both Foxwin experts and users of other organizations, who will be inspired by their experiences to maximize the engagement and success of their innovation process.

The web page includes also a blog and extension to other social media sites (Twitter, Facebook, Linkedin and Youtube).

Channel strategy

In addition to their direct channel (their own website), they also collaborate with a trading agent in Piedmont (Piemonte) and a medium-sized consulting firm who helps Foxwin find new customers.

In addition, they create partnerships with other companies (e.g. Friuli Innovazione, Lagom Consulting, Eupragma, ABC Accelerator) that share values of respect for people, ethics, and innovation in order to offer customers a complete portfolio of services, improve organizations and save time and valuable resources.
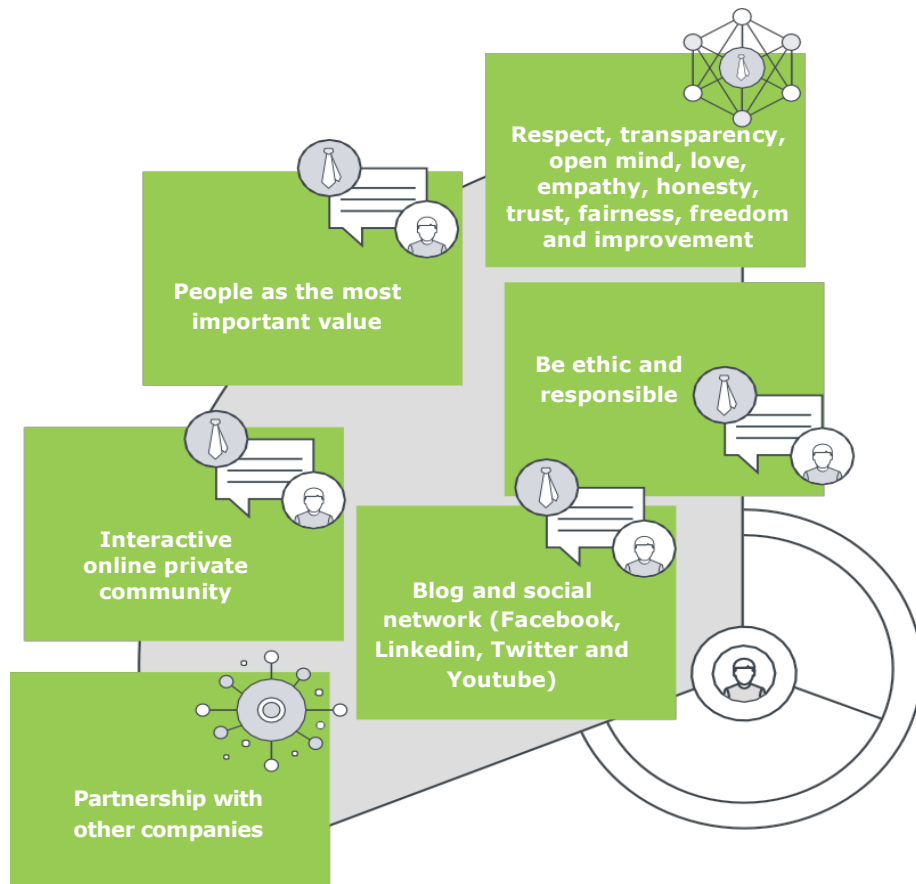
Validation and evaluation building block

As Foxwin offers not only a software, but also supports and trains your managers in launching challenges, structuring the competition of ideas, and solve complex problems, they developed a strong and close relationship with the customers.

Brand validation is done in the private community, where companies can share problems or their experience. Using their abilities and skills, Foxwin's staff would like to improve the software in order to involve also suppliers and other stakeholders in the "Campaign of ideas". The validation and evaluation of the building blocks is done internally and through companies and their employee. In order to encourage the collaboration within the company, periodical feedbacks are required.

In conclusion, the software works well if the company decides to innovate involving employees and sharing values. People feel themselves to be part of an organization if their chief appreciates their ideas; there is meritocracy and a comfortable work environment.
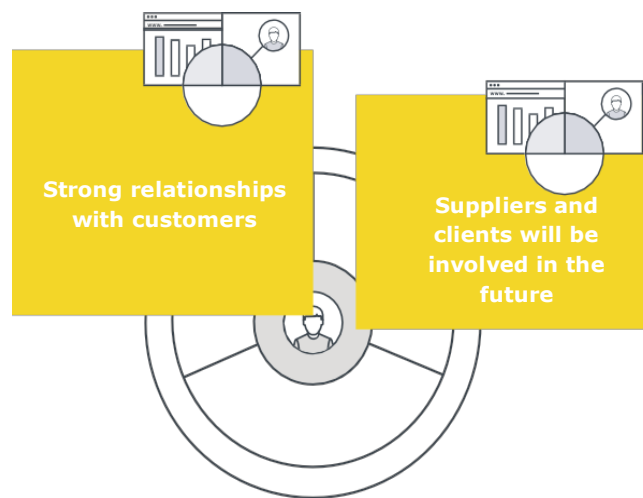
Practical Case:

311 Verona

WP 3.1.2 - Interview

Idea, mission and vision

311 Verona is an innovation hub founded in 2016. Its purpose is to make professions an opportunity to constantly grow and learn, to unlock talents and to build business networks that positively impact society on a global scale.

People and their competencies are at the heart of their value proposition. They help young people looking for their life plan and they help companies in the pursuit of specialist skills and international market relations.

In this community professionals, startups, multinationals, NGOs and also students can find an opportunity to expand their business network, identify and express their talent.
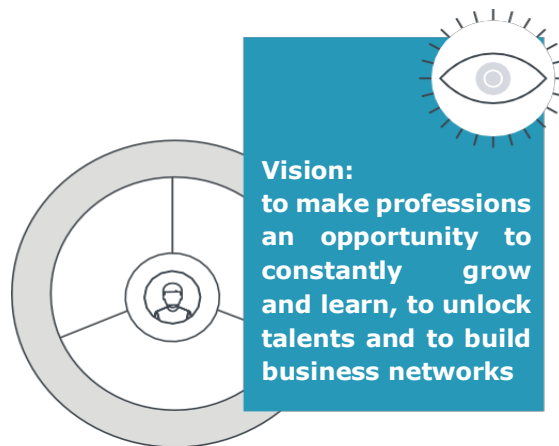
311 aims to develop an ecosystem in order to predict the future labour market trend and offer to companies the right person with the right competencies in the right position.

In the future they would like to reinforce the community and create relationships based on trust within the hub. Furthermore, their proposition is to create a place where young people can learn new skills from specialists and have an impact on companies' approach to the issue. In this way companies and people may contaminate each other.

311 is looking for positive, brave, hopeful confident and not scared people. They would like to develop an ecosystem with different competencies. Duplications are not allowed: only in this way people can bring added value to the community and drive innovation.

311 will turn Verona in an international hub aimed at attracting young talents.

Vision:
to make professions an opportunity to constantly grow and learn, to unlock talents and to build business networks

Industry and competitors

It is difficult to identify which industry 311 belongs to, because it is the home of different types of business realities. The main sectors which the hub has a strong presence are communication (advertising, marketing, web and mobile platforms, gaming and interactive applications, virtual reality, web radio and television), information technology (data creation, processing, backup, protection and exchange) and education (social learning).

311 Verona took inspiration from several coworking spaces in Italy and abroad.

Founded in Brescia, Italy, in 2011, Talent Garden is Europe's leading innovation platform and coworking network for digital innovation hosting thousands of talented people, including startups, freelancers, companies and large corporations.

Another source of inspiration is the 798 Art District in Beijing (China). It is the site of state-owned factories including Factory 798, which originally produced electronics.

Beginning in 2002, artists and cultural organizations began to divide, rent out, and re-make the factory spaces, gradually developing them into galleries, art centers, artists' studios, design companies, restaurants, and bars. Bringing together contemporary art, architecture, and culture with a historically interesting location and an urban lifestyle, "798" has evolved into a cultural concept, of interest to experts and normal folk alike, influential on our concepts of both urban culture and living space.

311 was born from this two different realities after the study of different business models, specially the north-east ones.

311 identifies Toolbox in Turin as one of its main competitor. Located in an ex-foundry built at the beginning of the 20th century, Toolbox Coworking is a creative hub for innovation, which promotes collaboration, serendipity and a cross-disciplinary approach with a business model similar to 311.

Customers

311 is the connection among industries, sectors and people. Here many start up and freelance find here a second home for the development of their projects.

311 organizes also courses for the ITS students in Verona in two main areas: the first is information technology in order to develop AI skills useful for the companies of the Verona areas. In response to the need of openness to international and new markets, they launched a new course.

Moreover, the companies in Verona can turn to 311 in order to find skills and solutions for their commission.

Myself

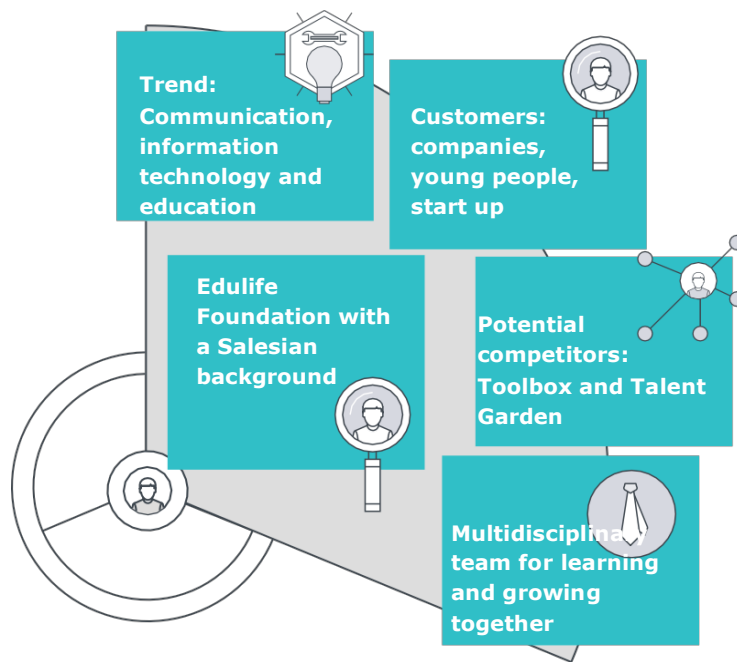The Edulife Foundation slogan is "learning and growing together".

The foundation is leading global learning service in Italy, with more than 20 years' experience in innovative teaching and learning processes.

On one side they help firms to draw up a staff development strategy with exclusive training materials; on the other side they help people to achieve their full human and professional potential.

With a Salesian background, the foundation focuses on young people in order to give them an opportunity for the future.

Its activity covers three areas: it is a research centre for educational innovation developed by people, companies, institutions; it develops projects in favour of professional and human growth of young people; it raises founds for supporting educational projects.

The foundation can rely on a close relationship with educational organisations in 131 countries; in this way can reach 2.000.000 young people more or less.

Trend: Communication, information technology and education

Customers: companies, young people, start up

Edulife Foundation with a Salesian background

Potential competitors: Toolbox and Talent Garden

Multidisciplinary team for learning and growing together

Development building blocks

Story

311 coworking space was born in an historical place in the heart of Verona.

In 1902 Antonio and Giacomo Galtarossa founded here the *Officine Meccaniche e Fonderie Galtarossa*. This industrial area produced acetylene torches first and then rolling stocks up to be an industrial giant with over 1300 employees.

During the Second World War the plants are being bombed for more than 60 times, because of the closeness to the rail.

After the conflict, the company implemented a restructuring of the site and began to deal with agricultural machinery and railway wagons. Galtarossa's foundry closed the activity at the end of the Seventies and the plants have been abandoned.

In 2015 EduLife foundation considered the upgrading of the industrial area with the purpose of creating an open space for innovation and young people equipped with modern technological instruments. The site has got also a strategic position: 14 minutes by car from the airport, 10 minutes from the highway, 18 minutes from the train station on foot, 17 minutes from Bra square and 13 minutes from the University.

EduLife's vision is to understand the future labour market, support young people and create a connection with their project of life.

The 31st March 2016 the building opened and now it is the biggest and most promising coworking space in Verona with also a UX Lab for young people. Edulife S.p.A., Nicolich Design Studio, Event Lab, Nove34 and Mediasoft were the first companies which set up here and they contributed to develop the project with their skills and collaboration.

Not only a work openspace but also a coliving environment because 311 believes that better spaces mean better work. The kitchen is a place to socialise, relax and share food with the community.

FuturoLavoro is the methodology developed in the school of innovation. 311 trains strudents, professionals in digital skills that are most in demand and helps participants evolve and become leaders in a constantly evolving digital world.

The companies usually bring orders in 311 and give them a market value. These commissions are usually about communication or software development, the main activities and skills in 311. Then Edulife as guarantor looks for just graduated young people or university students with free calls. The foundation organizes training courses with external teachers for the multidisciplinary team about different methodologies as design thinking or service design. Then the students tries to develop different solutions for the company's problem. The team can always have a direct communication with the company and at the end of the experience they present their projects to the company. These ideas are very useful for the companies to know a different point of view. Companies can offer also a job or an internship as prize for very talent people and, in any case, this experience bring an enrichment in terms of skills and relations.

Recently 311 launched a course from the design to the production of digital contents as professional fotos and videos with a smartphone. This skills is very useful nowadays because the small and medium-sized enterprises need people able to create low budget but efficient communication campaign.

It is difficult to define how many people work in 311. There are 120 freelance or start up more or less, contamination labs, 50 ITS students every day and the orientation courses. For these people 311 is a place of new opportunities and skills improvement.

Visual elements

311 describes the qualities they look for the co-workers.

3 stays for the human skills required: truth, courage and talent. They are fundamental for market reading. 311 people should communicate their own truth, discover their skills and take specific actions to implement the various educational schemes.

The first one is synonym with timing. In fact people have to make a choice at the right time.

The second one is a symbol of leadership. In 311 each person is a reference point with his true calling. These values represent the identity kit of 311.

311 shall pursue the Salesian values in terms of opportunity for young people in informal ways.
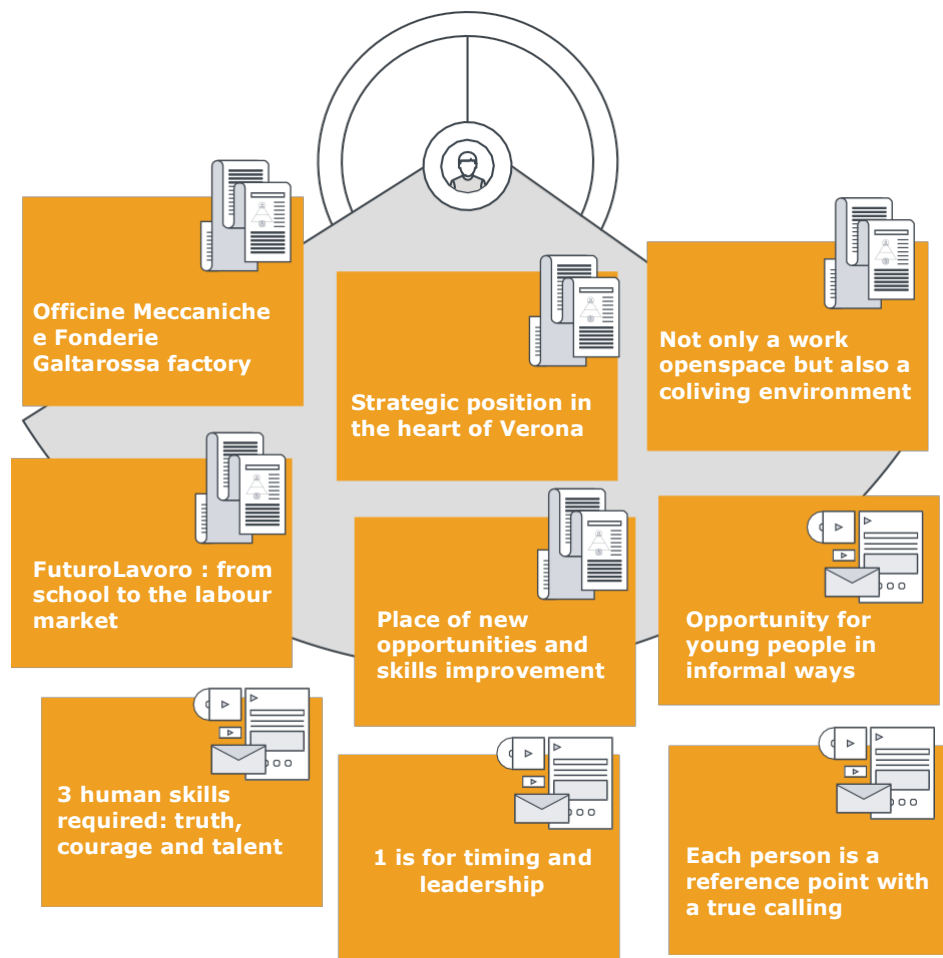
Implementation building blocks

Internal branding

Diversity is one of 311 strongest assets. In fact, the community is a uniquely multidisciplinary, collaborative whole of entrepreneurs, creatives, digital nomads, startups, NGOs, multinationals and students.

Another key word is inspiration: 311 is an environment that inspires each single person, every single day, to learn, create and grow up.

Be innovative and disruptive is their effort and a shared purpose.

331 Manifesto describes how people in 311 are expected to be. The main values are: freedom in the pursuit of their vocation and project of life; honesty, trust and confidence for a collaboration environment; respect. Courage is another fundamental value in order to deal with difficult situations. They are looking for beauty in the human relations and in the creation of new solutions. Least but not last, they regard as honesty, fairness rejecting waste of resources, selfishness and provocations; humility through the encouragement of listen and kindness.

Communication

The communication is deliberately weak. Actually they would like to reinforce the communication strategy through the implementation of the website blog. In these articles they would like to tell and share stories about 311 people.
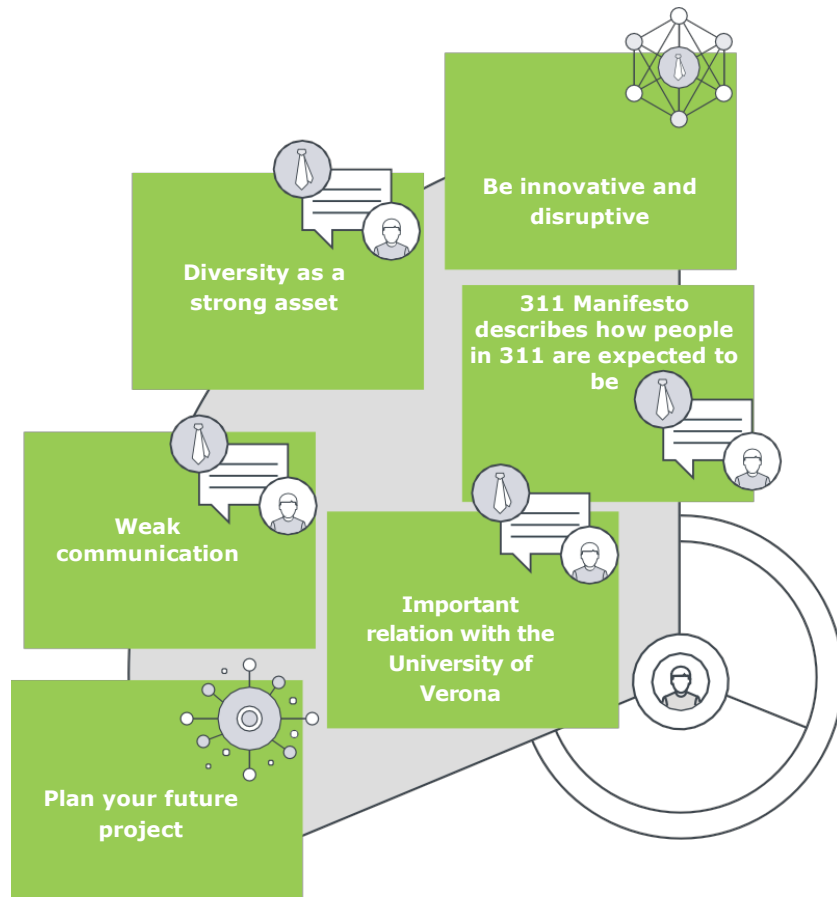
In the last post an intern describes his experience in 311 and what he learns in this Learning accelerator.

Channel strategy

One first very important direct channel for 311, is its website. Here they describes their activity, the coworking and coliving spaces. Therefore, they report news and events in order to keep people in touch with the latest news and projects.

Very important is the relation with University of Verona. In fact, through the placement service it is easier the connection between young people looking for the first job opportunity and companies. Economics, Law and Sociology departments are careful about 311 opportunities for their students.

Another important project is PlanYourFuture that aims to create a bridge between students and the labour market. This platform makes education guidance not only from middle to high school, but also after graduation easier combined with systematic job information. This project was founded in 2012 with the aim of transfer manager and entrepreneur exhibit showcasings to young people.

Be innovative and disruptive

Diversity as a strong asset

311 Manifesto describes how people in 311 are expected to be

Weak communication

Important relation with the University of Verona

Plan your future project

Validation and evaluation building blocks

The company would like to change the way of thinking of people in 311. They may go out of routines, develop lateral think and find innovative solutions.
311 focuses on the future labour market and tries to develop courses in order to offer people with the skills that companies need.
They have an ongoing communication with institution, companies, cooperative and in this way the can obtain a feedback about their action.

INNO tools
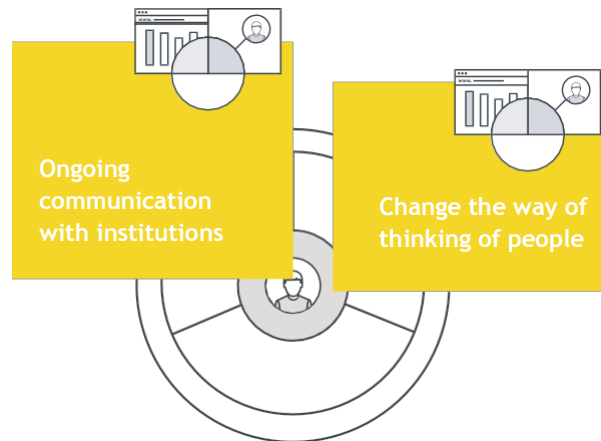
Practical Case:

Il gentiluomo di Verona

Idea, mission and vision

Il gentiluomo di Verona was founded in June 2016 by a young men in Verona.

The first product, the bullet pencil, was born by the union of a bullet and a pencil stub in order to give real meaning to things without value.

Why a pencil? The pencil is the perfect writing instrument. It is cheaper and lighter and it can be used under every type of weather condition.

Francesco Castioni aims this purpose trying to transform tools that can hurt people - the bullets - in design products, like earrings, necklaces and bracelets, intended to enrich the others.

The company not only in this way can give a second chance to waste material, but also offers a job opportunity to disadvantaged people in the territory of Verona.

Il gentiluomo di Verona would like to make the difference helping people in the building of a new, different and better life.

In five years from now Francesco Castioni would like to transform his activity in a social enterprise with the aim of recruiting inmates, ex-convict, ex prostitutes and people with disabilities.

Vision:
To give real meaning to things without value and second chances to disadvantaged people.
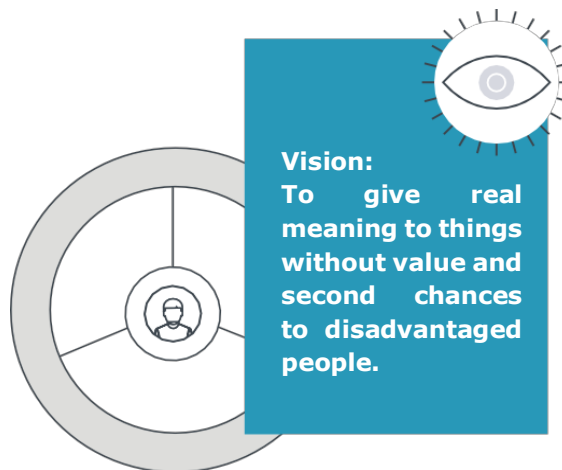
Industry and competitors

Il gentiluomo di Verona belongs to the jewellery industry, but there aren't direct competitors in Italy. In fact, Francesco Castioni is the only one that realizes design products from bullets. Instead, the bullet jewellery market is more developed in the United States. Here we can find a lot of projects with the same idea and similar mission.

For example, Liberty United is a project with the goal of transforming illegal guns and ammunition provided by police into handcrafted jewellery and accessories. A percentage of the profits is donated to groups working to reduce gun violence in the United States. Fonderie 47 has the same purpose and turns weapons into luxury watches and jewelry by designers such as David Candaux and James de Givenchy. It is said that the project destroyed 40.000 weapons since its founding in 2011.

Bullets 4 peace, founded by LA fashion designer Rafael Anteby, focuses on promoting global peace and helping by giving back to communities through partnerships with charitable organizations. Used bullet casings are collected from around the world giving them a new purpose, a handcrafted jewelry line, synonymc of peace and unity.

Customers

The company refers to a well-defined consumer target. First, the products are realized for elegant men looking for something special and classy. Second, they could be meet the interest of women between 25 and 55 years old and experts in the creativity field.

However, bullets jewellery aren't luxury products and their price isn't so much expensive.

Actually, the company focuses in the Verona area, but it will grew up in the future through the opening of new store in the neighbouring towns.

Il gentiluomo di Verona is not for everyone. The typical customer should understand values and mission of the company before purchasing and also have an ethical behaviour.

Myself

The founder of the company is Francesco Castioni.

He was looking for something with a power of creating hidden inside, as the bullets. Charmed by its very high symbolic value, Francesco decided to bet on them, trying to give them new sense and life.

He is a very creative person, who was able to join his passion for the art with the hand-made ability and finally create himself the bullets jewellery.

He has not only the ideas, but also develops the prototypes and creates his tools of the trade.

Il gentiluomo di Verona's adventure began with the bulletpencils and now it can rely on a varied range of products from very original earrings, necklaces and bracelets to men cufflinks.

Bullet jewellery niche industry

Well-defined costumer target

Passion for the art and hand-made ability

No competitor in Italy

Focus on Verona area

Development building blocks

Story

Il gentiluomo di Verona project was born in 2012. Francesco found an Ikea pencil and a bullet and tried to make this pieces fit giving them a second life.

Actually, the story of the bulletpencil, pencils whose casings are made from spent rifle cartridges, began in the late 1890s. British colonialist collected the bullets on battlefields and then sold the bulletpencil as souvenirs.

The next time we see the bullet pencil is 1914, during the First World War. At Christmas time in 1914, The Princess Mary, the daughter of King George V and Queen Mary, prepared a special gift to every British soldier on the Western Front, nurses and widows or parents of those killed. This ornate brass box contained a packet of pipe tobacco, a packet of cigarettes, a photograph of the Princess and a half pencil set into a decorative bullet.

It had the perfect size for carrying in a trouser under the combat conditions of the trench warfare and it is perfect for writing Christmas cards to their worried relatives at home.

For a whole day, soldiers gave themselves spontaneous breaks. The British and Germans met in the no-man's-land, sang Christmas songs, switched gifts including the bullet-pencil. In this way, it became the symbol of peace and brotherhood wishes and was the first weapon able to stop a conflict.

Francesco heard this anecdote and decided to transform his hobby in a job. Il gentiluomo di Verona is the first ethical jewellery brand that transforms bullets in peace tools.

He recovers shell casings from the firing range in Verona, waste material that will be never use otherwise. Then they are worked and soldered together with other materials in order to make the pencil rechargeable and resealable. Each pencil is a handcrafted and unique product despite the same raw material.

Thanks to the social networks, Francesco Castioni knew Mario Gastaldin, artisan and owner of a luxury leather goods shop in Verona. In 2004 he met the inmates of the Verona prison and understood their desire to do something during the long incarceration.

And hence, the idea of the Riscatto project: to create new opportunities for prisoners through the acquisition of new professional competencies.

Francesco Castioni makes his abilities available to prisoners, teaching them how to transform bullets in pencil or jewellery. Then, the products are plated in responsible gold.

The inmates also realize the pencil boxes only with recycled material. In the future he will collaborate with the Società Futuro&Lavoro, a social cooperative with the aim of make the social reintegration easier.

The sales proceeds supports a cooperative in Africa in order to help child soldiers and disadvantaged people. Each company involved in the project, shares *Il gentiluomo di Verona* values.

In the future, Francesco would like to open new shops and an online store in order to outsource manufacturing and selling and to involve prisons and associations of the nearest cities.

Visual elements

Il gentiluomo di Verona brand combines two full of meaning words: gentiluomo and Verona. Gentiluomo is the Italian word of gentleman. Being a gentleman is based on a man's values, morality and honour. It means that a man will devote his life to a superior standard of conduct and behaviour. They hold themselves to a high set of standards, love recycling, beauty and elegance, design and sophistication.

Verona, Francesco's city, was the scenery of many wars and battles in the past centuries. Otherwise, it was able to move on and transform its army history in positive value for the city

itself: in 2000 it is listed in the UNESCO world heritage as an outstanding example of a military stronghold.

Moreover, "The two gentlemen of Verona" is one of the less known comedy by William Shakespeare and in this city set.

Love for the theatre, art and history are mixed in order to create further values: the gentleman works to improve himself and the environment and tries to turn something that hurts in second chances for people.

Also the logo portrays a gentleman in the shape of a bullet-pencil and Francesco drew it.
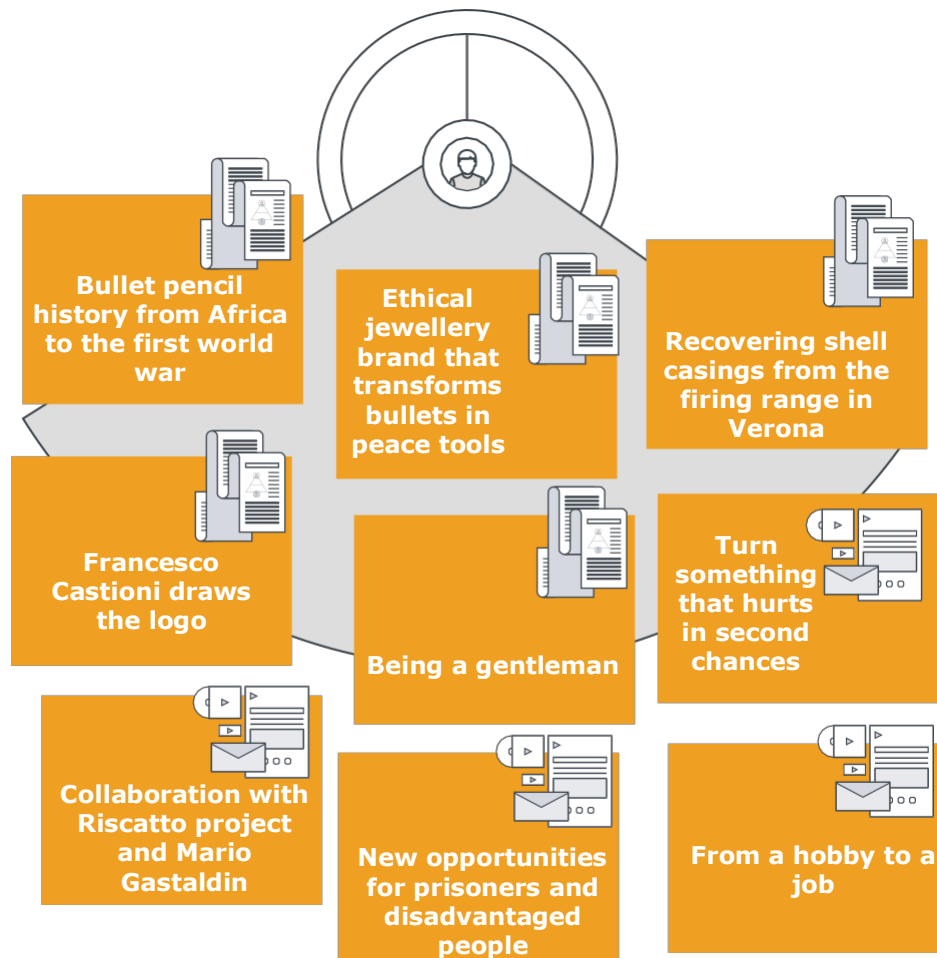
Implementation building blocks

Internal branding

Il gentiluomo di Verona likes to describe itself as a company that offers jewelleries not only nice and unique, but also of value.

Ethic and integrity are core activities for this project. In fact, before starting a collaboration, Francesco Castioni evaluates the work conditions and purpose of the shops, which he will involve in their activity.

Fundamental for Francesco is to trust in people and give them hope. The goal is to give people a second chance and and to enrich them with knowledge, expertise and experiences.

Communication

"If a bullet earns a second chance, even more so people" can resume the strategy of Francesco Castioni.

Nowadays the communication is weak. It is mainly based on the website and Facebook. The blog is an important instrument that aims to know Francesco's activity and tells stories about the history and values of the project and few curiosity. Facebook is the way through the products reach the customers and people become aware of the project.

The communication is enriched also by the press. There are many articles from newspaper on the net about *Il gentiluomo di Verona* and its social activity in favour of the weaks.

Channel strategy

Francesco Castioni chooses voluntarily stores instead of e-commerce to sell his products. He thinks that people should buy the bullet jewellery because they understand and so support the project. This process is simple if he has the possibility to talk with them and explain the meaning and value of the product. The buyer should share the intention of giving a second possibility to the person and the item. Another important communication tool is the word of mouth.

Furthermore, with the physical store the customer can see and touch the products avoiding the wish effect. He would like to work on the relations with customers instead of the product.

Nowadays, Francesco Castioni exhibits and sells his jewelleries in the Giustizia Vecchia Art Gallery, managed by D-Gusto Co-Operative Society and A.I.A.S. (Italian Association for Assistance to Spastics) of Verona.

Trust in people and give them hope

Ethic and integrity as core activities

Weak communication: Facebook, Website and press

"If a bullet earns a second chance, even more so people

Work on the relations in the physical stores

Giustizia Vecchia Art Gallery, managed by D-Gusto Co-Operative Society and A.I.A.S.
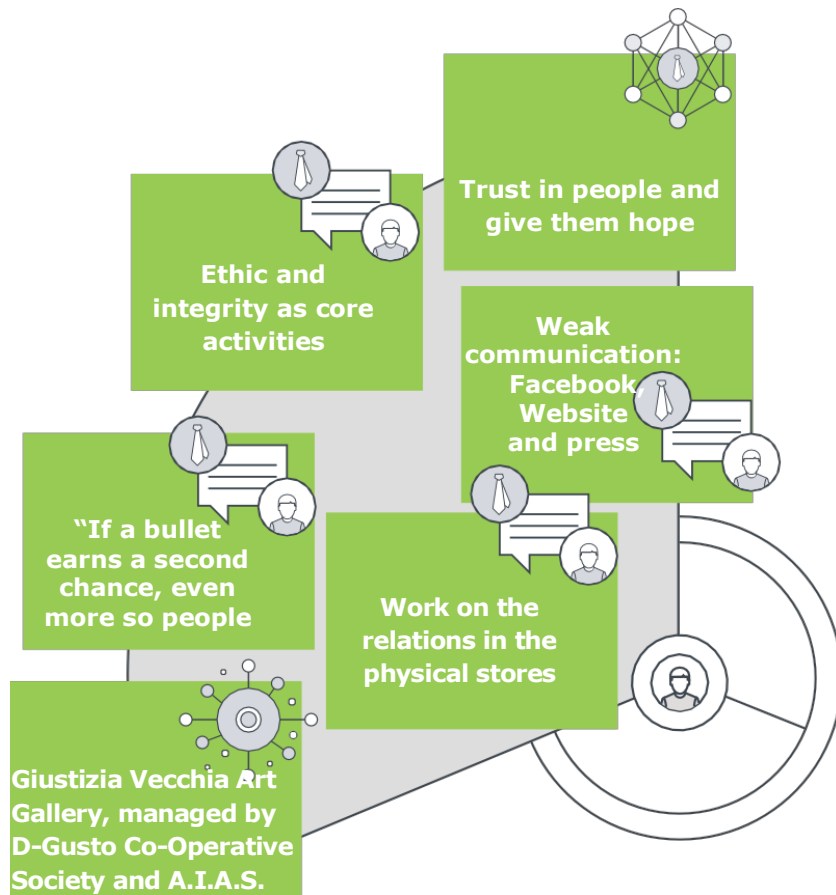
Validation and evaluation building blocks

Il gentiluomo di Verona is a social business and it is a positive experience for the Verona territory because it aims to recover people that otherwise have no second chance. The value proposition is a guarantee because can create a connection between the company and the customers.

In the future Castioni would like to repeat the Verona experience also in the neighbouring towns and work with other local cooperatives in order to develop positive sinergies.
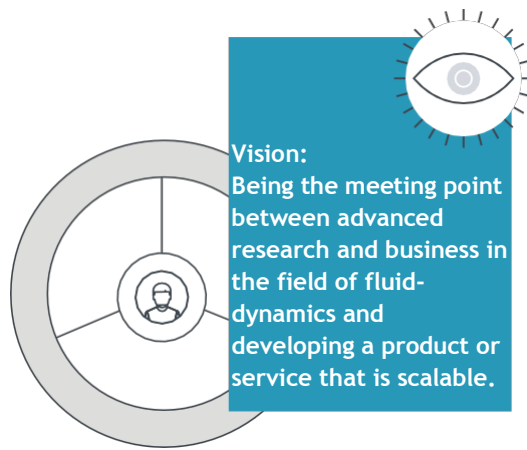
Francesco keeps in touch with his customers, who allow on facebook very positive reviews and comments about the feelings and messages of the project.

INNO tools
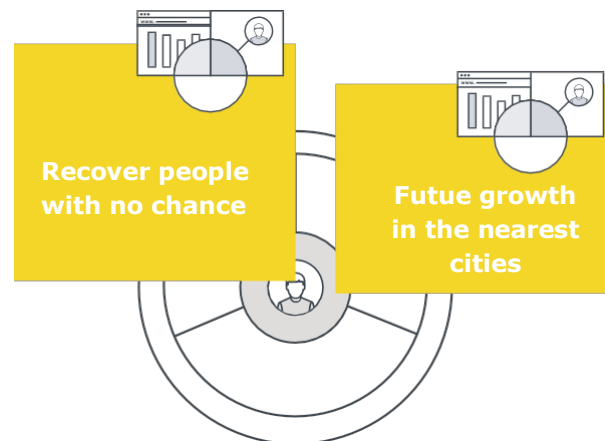
Practical Case:

IEFLUIDS

IEFLUIDS

Idea, Mission and Vision

IEFLUIDS was born as a spin-off of the University of Trieste in 2013, from the idea of two PhD students, Andrea and Federico, who developed a numerical simulation tool for the optimization of wind farms. The original idea was to work in the sector and bring more contact with research into the market. Technology transfer and consultancy are indeed the two characterizing activities. The mission is to make technological transfer of customized and specialized models. The push for this project was given by the passion towards numerical simulations. It all stems from research within the university, then IEFLUIDS intervenes, acting as the intermediary for technology transfer, taking models and research theory to bring it into a software that is easier to use in transferring the code to the big businesses. In addition, the company also takes care of the training of engineers for the use of software. The code used is open source, which is seen as a tool to reduce costs by the final consumer, even if it has problems arising from the training of staff and the interface that is not very user-friendly. This is why IEFLUIDS exists; it has identified a gap between research and the application of models and simplifies them, giving also an additional service.

Vision:
Being the meeting point between advanced research and business in the field of fluid-dynamics and developing a product or service that is scalable.

Contextual building blocks

Industry and Competitors

IEFLUIDS has never done market research, which would be useful for structuring a more precise strategy. This is because for the moment they seize the opportunities that arise, without being too structured. Compared to the technology transfer business, there are national and international companies that offer this service (even spin-off). In the consulting world, the market is saturated and there is a lot of competition, but IEFLUIDS is trying to get some market niches thanks to the qualified staff that becomes a competitive advantage. This is also favored by major collaborations with companies (such as Fincantieri). The foreign market has a lot of potential (Zagreb in particular). However, for now the company only serves the area of Friuli Venezia Giulia.

Customers

In research and development projects, the major customers are big industries. The problem that sometimes arises with smaller customers is that they do not recognize the added value of IEFLUIDS, that is to say the profound knowledge of the models, which allows it to act as a qualified intermediary and to bring value. A problem with customers concerns the geometric representation of the product, which is often non-useful to work with, and for this reason a pre-processing phase is required, to adapt it to the work that will take place later. This additional work needs many hours of work. This concerns the type of customer who is not aware of the real problem.

Myself

Andrea Petronio and Federico Roman, the two founders, both made a doctorate at the University of Trieste. After having finished the path of assignees, they opened the spin-off with three other partners, including the UniTs professor Vincenzo Armenio, with the initial idea of developing a numerical simulation tool for the optimization of wind farms. They were able to identify a gap between research and application of models and then to enter the process to simplify it, giving also an additional service. Furthermore, their professionalism allows them to offer consulting services with report publishing. A critical resource for the company is specialized human resources, which are difficult to find. The fact that they collaborate with the university means that IEFLUID will be able to draw on a pool of young people working on their instruments. Outside, there is a very active community on specialist sites.
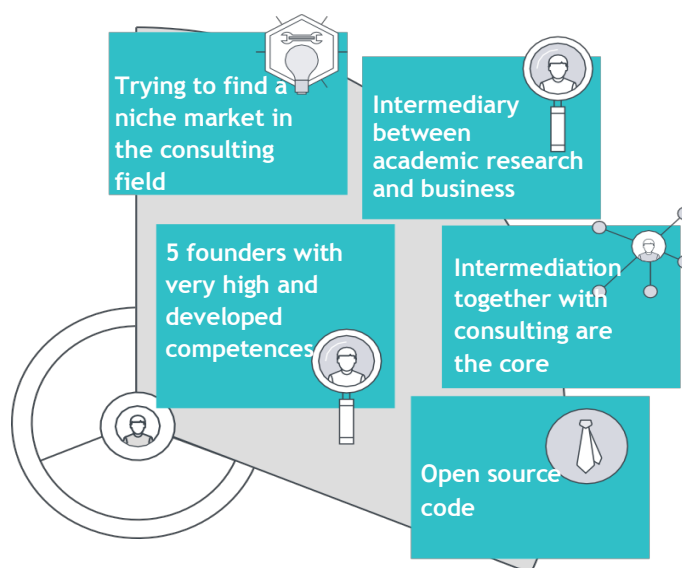
Story

At the beginning the two founders participated in a tender that financed the development of the tool about the wind farms. Over time, however, the market has had a block, so in the end the tool has never been used for real cases, but only validated. In the meantime, they started working with various companies in the region, such as the research center *Danieli Spa*, *Fincantieri* etc. With the latter they have been in partnership in various projects (e.g. *Cosmo* project). This project has had a following (*Prelica* project), in which the partners have been extended. In this project IEFLUIDS has developed a numerical methodology for the calculation of the "dead part", or emerged part of the ship, to evaluate the relapse of the polluting fumes of the ships on the bridges, for the comfort on board. This tool was then accompanied by the calculation of the noise induced by the flow of air or water. In this case, in the project the company has analysed what happens behind the hull of the ship, specifically the noise caused by the propeller wake. This hydrodynamic noise originates from turbulent fluctuations. It is becoming an important problem in the civil field (in the military field there has always been) because the ships will be classified for noise in the marine environment. From this point of view, ships will be accepted to access sensitive sites (such as Norwegian fjords) because otherwise they interfere with marine life. the period of birth coincided with a period of crisis and this did not favour the development of the company.

Visual elements

The spin-off developed in the University of Trieste "Industrial and Environmental Fluids" laboratory. For this reason Andrea and Federico decided to keep its name.
The name fits well, because the company still deals with fluid-dynamic environmental and industrial.

Implementation building blocks
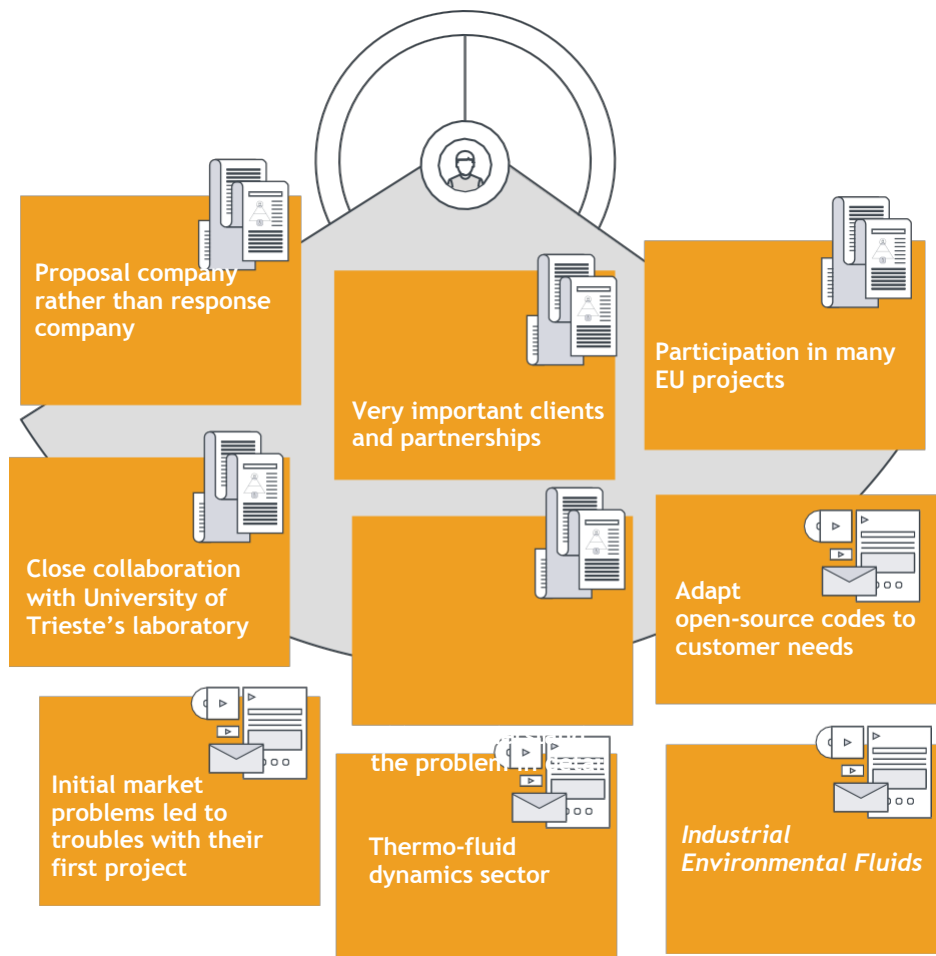
Internal branding

As an intermediary between research and business, one of the fundamental values of IEFLUIDS is both updating and attention to research, and active customer listening.
In the training activity of engineers for the use of software, another value that emerges is the profound knowledge of the market.

Communication

As regards the interaction with the customers, it is usually the customer who directly contacts the company, describing the problem. IEFLUIDS then proposes a solution. Experienced customers, who recognize a fluid-dynamic problem, leave the company to determine the methodology, in order to solve the problem. Instead, with less experienced customers a dialogue is activated to understand and deepen the problem under examination. To communicate what it does to the public, the company uses promotional videos. Thanks also to the local newspaper, IEFLUIDS manages to have a communication opportunity. Recently, they were guests of an event in Zagreb where important contacts were acquired. Moreover, they take part in events promotes by mare^{TC}FVG, a limited liability consortium that aims to promote, develop and support scientific and applied research in maritime technology.
A critical aspect that impedes a real communication strategy to be developed is the lack of a specialized person in the commercial side, who enhances marketing activities.
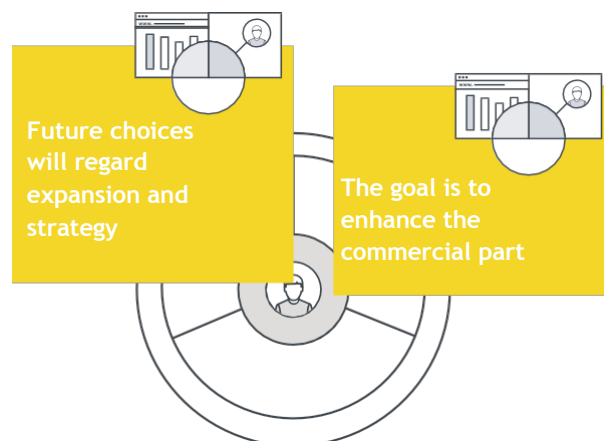
Channel strategy

The company has a website that meets the requirements of the law as spin-offs and winners of different calls. However, the site is not used as a communication channel. Scientific publications are made to help increase brand awareness. In addition, the company has a Linkedin account where they share their participation in fairs and scientific publications. In fact, what helps their image are the fairs and events, in which they present some of their works. Being members of a cluster of meetings and events, they were able to find customers faster and sign a contract with an important customer. Even regional calls for European funding are very important as communication channels because they allow them to be known. Finally, the word of mouth of customers is also a source of contacts.

- Scientific publications and participation in fairs
- Attentive customer listening and constant research update
- LinkedIn account through which they share their activities
- Inexpert customers need more attention and a longer process
- Independent work on the methodology to provide a customized solution
- Regional and European funding together with word of mouth

Validation and evaluation building block

The strategy of participating in many regional and European calls was positive for liquidity, but on the other hand it cannot cover all the expenses. Moreover, the commitment that was put into the projects has not contributed to develop the economic part, which instead exists from the moment in which a contract is signed. IEFLUIDS found itself too unbalanced because they had 5 projects at the same time. With large companies, IEFLUIDS had positive feedback already after the first contract and this allowed him to keep in touch, improving from time to time. The feedbacks that arrive are mostly at a technical level, due for example to the delay in the development of the custom-made model. In general, feedbacks are useful for the company as advice when it is related to advice, where accuracy and compliance with deadlines are needed. In the future, the company will have to make many choices, including defining a precise strategy and expanding choices (assumptions). This is because the resources present in the company are mostly technical, but a commercial part is missing. IEFLUIDS is now in an intermediate phase where they are trying to understand how their business will proceed.

- Future choices will regard expansion and strategy
- The goal is to enhance the commercial part

INNO tools

Practical Case:

Foodracers

Foodracers

Idea, Mission and Vision

When Mr. Caturan travelled abroad kept noticed that food delivery services were spreading in huge cities but they were not considering the smaller ones. This became the heart of Foodracers' mission: to provide a high quality food delivery service to medium and small size cities.

The company offers a very elastic service to both restaurants and their clients. At the same time, Foodracers strongly wants to keep bonds with the different cities' culinary traditions and for this reason the company does a very careful restaurants selection.

The company which is only based in Italy, aims to expand the service to as many small and medium size cities as possible (mainly in the northern regions), while keeping the quality standards as high as possible.

Vision:
Making the best food available for delivery also to medium and small size cities

Contextual building blocks

Industry and Competitors

In recent years, the food delivery industry has experienced an exceptional growth. The business was born abroad but it rapidly spread also in Italy, especially in big cities such as Rome and Milan.
Undoubtedly, the food delivery industry keeps changing fast; at the moment the biggest trend is the so called "black kitchen"; external laboratories that restaurants use only to make food for deliveries. On the other hand, new technologies trends must always be taken into careful consideration; Drones for example, could be an exceptional instrument to be used in the future.

In terms of competitors, international giants such as Deliveroo and Justeat are very strong in big cities, and therefore
is very difficult for FoodRacers to compete in those markets. In smaller cities however, there is much more room for competition and Foodracers struggle to be the main player.
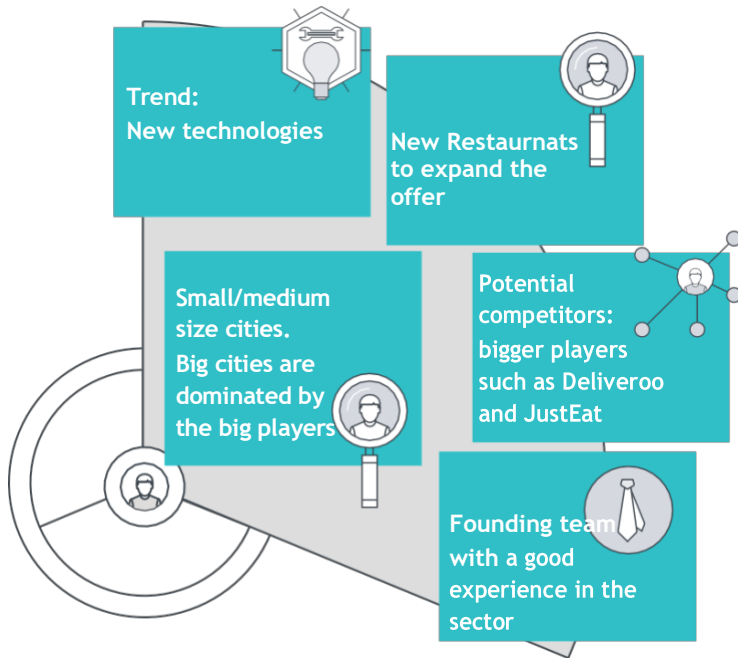
Customers

It is possible to say that Foddracers has two different kind of customers, which are equally important.
Foodracers' first clients are restaurants with which the company signs exclusive contracts. Foodracers does not require any payment in advance from restaurants, and this provide the latters a very elastic service with no barriers to entry.

On the other hand, the people who will order the food are the company's second type of customers. In that regards, it is essential for Foodracers to maintain the highest standards in terms of food choice, and at the same time to keep the delivery service efficient.

Myself

Among the three founders of Foodracers, Mr. Andrea Caturan was the only one who had previous experience in the food delivery industry. As a matter of facts, in 2012 he founded "Teletrasporto"; this was the first food delivery service to appear in Treviso.

Trend:
New technologies

New Restaurnats to expand the offer

Small/medium size cities.
Big cities are dominated by the big players

Potential competitors: bigger players such as Deliveroo and JustEat

Founding team with a good experience in the sector

Foodracers

Development building blocks

Story

The roots of Foodracers dates back in 2012, when Mr. Caturan founded "Teletrasporto" in Treviso; this, actually, was the first food delivery service to appear in town. This first

business was extremely useful for Mr. Caturan in order to gain a comprehensive understanding on how to move in an environment which was not yet culturally prepared for the food delivery service.

Foodracers was then born in January 2016 from the ashes of "Teletrasporto". The business was developed was once again by Mr. Andrea Carturan, but this time along with 2 partenrs: Mr_Matteo Fabbrini and Mr Luca Ferrari.

Visual elements

The brand name and logo are registered and so is the web domain. The company's logo has recently been restyled. The intention was to give a sense of velocity; which is probably the most important aspect for a food delivery company. The compnay's motto, as highlighted on their website is "From the restaurant to you home".

Free app

Great restaurants selection

Great customer experience

Initial Name: Teletrasporto

Logo restoration

No barriers to entry

Brand name registred

Slogan: from the restaurnt to your home

Web domain: Facebook and instagrum

Implementation building blocks
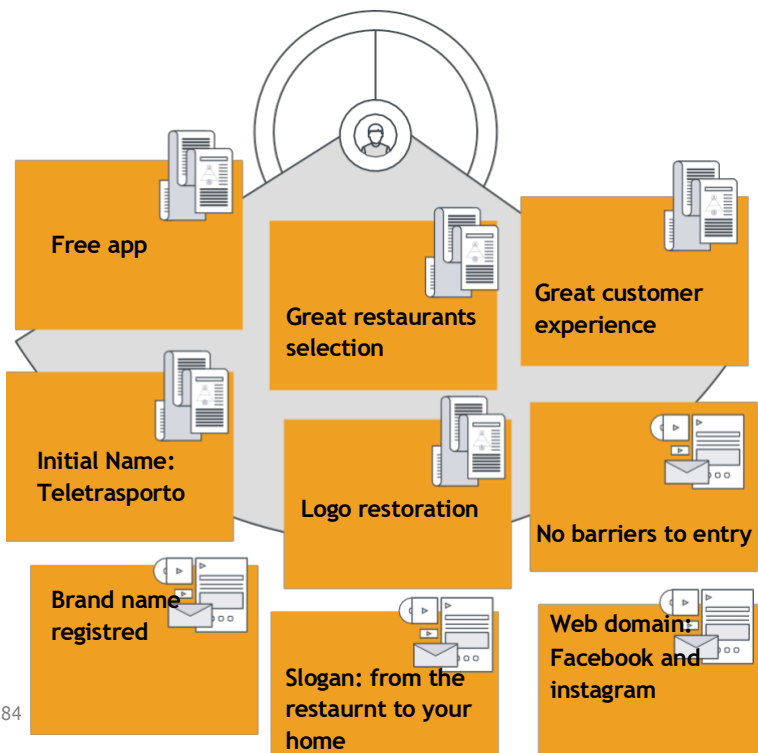
Internal branding

From the beginning, everything happened very organically, motivated by the founders' strong belief that they were delivering a great service. This belief has been transmitted to each one of the employees.
At least once a week all the company's employees order food from their own platform and then they have lunch all together. This is a great team building opportunity as well a good chance to check their own service quality standards.

Communication

Foodracers has a well-defined strategy for communication.
To communicate their brand, they use both traditional as well as more up to date channels. The company aims to build strong bonds with the communities, and this is why it takes part to charity events as well as to those promoting social innovation.

Channel strategy

Startup events, marketing and business conferences are crucial. The company, on the other hand, is very active on social media; they have an official page on Facebook as well as on Instagram. On the other hand, the company website is also very important in order to promote the brand.
In addition to this, the sales manager frequently promotes the service in a very direct way; as a matter of facts, he goes to talk in person with the restaurant directors on order to understand their needs.

Strong internal branding

Startup, business and marketing events

Strong bonds with the community in each city

Direct approach on communication by the sales manager

Social Media: Facebook and Instagram

Direct channel (own website)
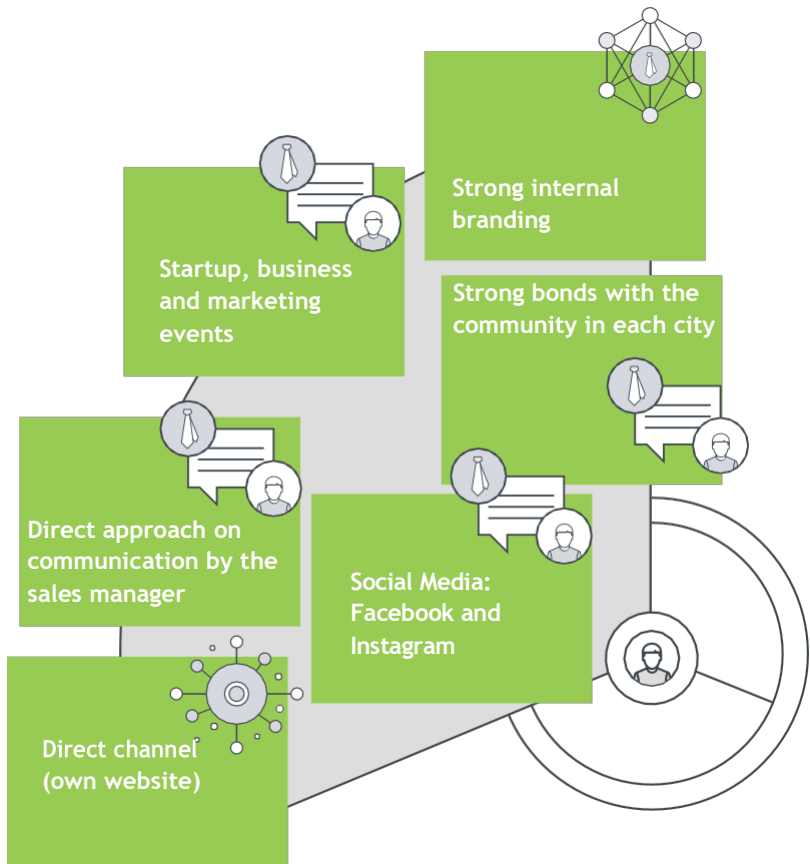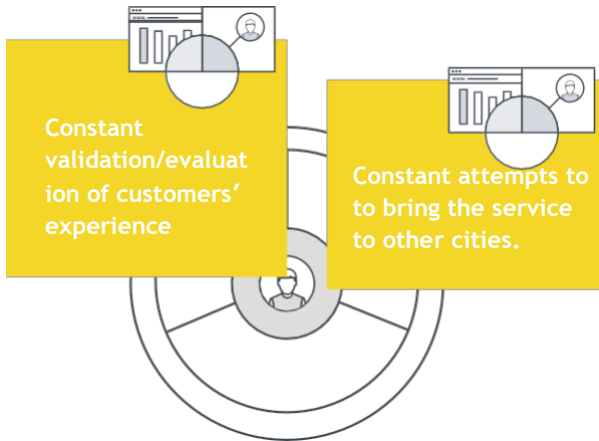
Validation and evaluation building block

Starting from Treviso and offering the service to a very small number of restaurant, the company has experienced an exponential growth.
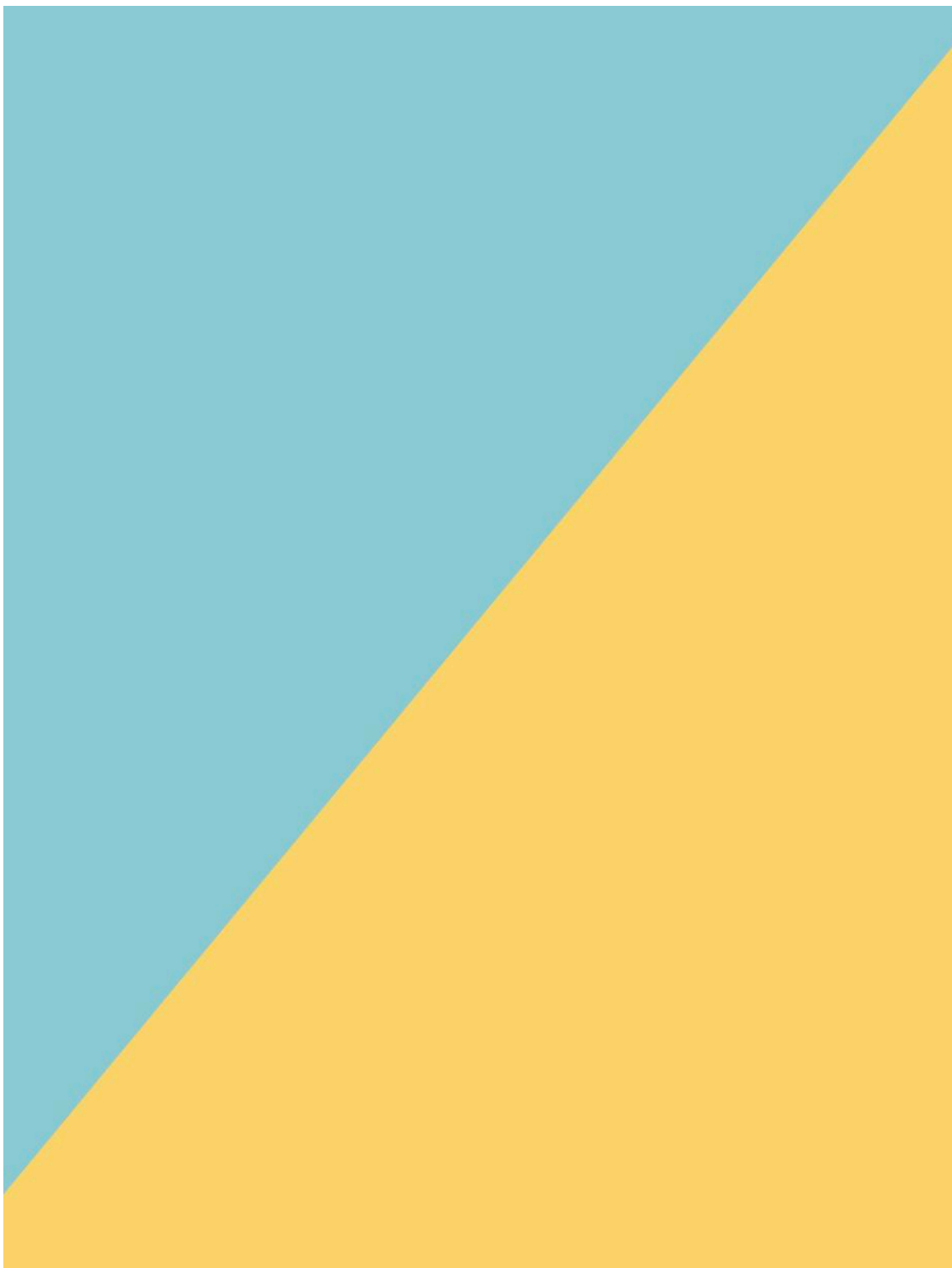
Indeed, what played a key role in that exceptional growth was a word of mouth between restaurants. At the same time providing a very elastic service to consumers, (such

as the chance of paying cash) was another recipe for success.

In 2017 Food Racer was in 21 cities with arrangements with 650 restaurants overall. That same year the company reached the outstanding number of 130.000,00 orders, marking a 140% growth compared to the year 2016.

Foodracers is currently in 33 cities but the company aims to reach the number of 50 very soon.

Constant validation/evaluation of customers' experience

Constant attempts to to bring the service to other cities.

INNO tools

Practical Case:

Tekneidos

WP 3.1.2 - Interview

Tekneidos

Idea, Mission and Vision

Tekneidos was born on 1st of July 2016, as a research and development company for the design of products and processes. The team, composed mainly of engineers, with a rather technical profile, deals with the development of such designs that are combined with the traditional, consolidated market, of known but not very advanced technologies in innovation. The company is founded on solid ethical principles and aims at supporting the industrial fabric of the territory: in particular, it aims to transfer the most innovative solutions in the local market and to proactively share them even to SMEs. The idea behind the company is represented by a double value proposition: on the one hand the introduction of technological innovation and on the other the process of incorporating this innovation into the existing organizational fabric, through the re-modeling of the part involved in the company organization chart (insertion and support of new figures) with a process of transfer of know-how. This allows a more agile and efficient management of the innovative process. The long-term vision is to integrate the model of synergies between local SMEs and the growth and increase of independence of Tekneidos.

Vision:
Transfer innovative solutions to the local industrial fabric
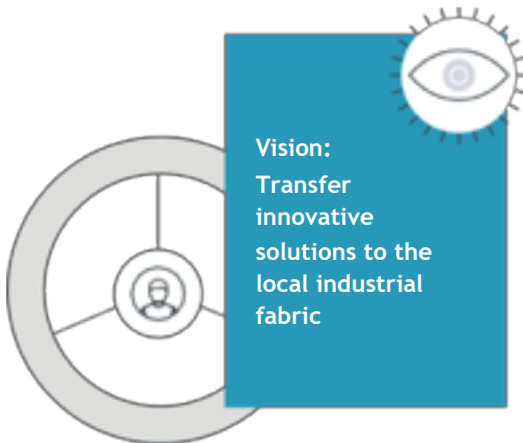
Contextual building blocks

Industry and Competitors

The reference market is mainly composed of traditional companies that fit into an industrial fabric that is rather reluctant to change. On the other hand, if there is a desire for a more active approach to change, the process of adaptation of the company is sometimes difficult and cumbersome. There is also a challenge on the horizon that comes from foreign markets, which pushes companies to reduce costs for technological solutions. Many of the European regulations (Eurostandard) are also aimed at energy efficiency and will upset the sector. In this context, multinational companies are ready for change or at least they are aware of the need to anticipate them. As for the local industry, there is a need for a new push. The strong propensity to research and development fits perfectly into this framework of need for innovation proposals. The competitors identified at the time coincide with the competitors of the client company, given that there are no similar proposals on the market. Or rather, more specifically, there are research and development solutions that do not usually provide an entire consulting process, as is the value proposition of Tekneidos. The sector of reference at the local level is then a child of the culture of the territory and therefore is not particularly aimed at change and innovation and above all it is not covered by the presence of innovative Start Up.
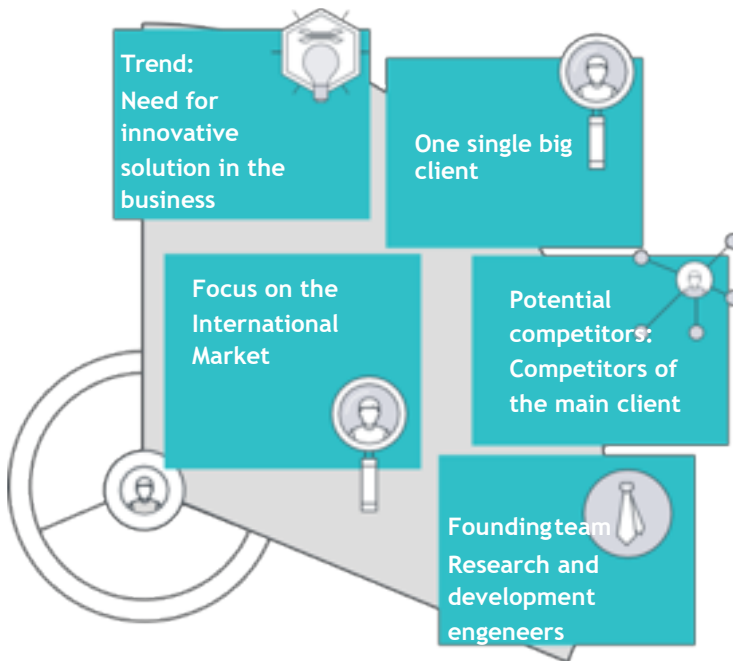
Customers

Tekneidos currently has a single customer to which it refers. This customer, of medium-large size, with international scope, operates in the field of electric pumps. The company has a long history of about sixty years of activity. Although it is in an industry that is rather reluctant to change, it has proved to be forward-looking and therefore inclined to the activation of

innovation processes. In fact, opening up to new technologies is essential in the current market to ensure that we remain competitive, in particular, given the perspective of the regulatory provisions of the European agenda. However, the long-term goal is to enter other synergistic companies and markets, without them competing with the main customer company, where they exploit the know-how and research results.

Myself

Tekneidos was formally established by three founders who invested the capital for the promotion of research and development activities that represent the current core business. After that Dr. Menara, a graduate in Philosophy, followed by Gianluca Marangon and Alberto Marchetti have embarked on the business idea. They come from the same previous experience in the area of Research and Development within a company. United by a same stimulus for innovation and research have first tried to create a company spin-off, in particular in collaboration with the province of Rovigo, which however was not successful. Strengthened by this drive and by the awareness of the absence of a representative supporting body in the territory and with know-how, also in terms of consulting the organization of the structure, they then proceeded, breaking away from the starting company and founding Tekneidos. To date, the team consists mainly of engineers and some technicians, for a total of 10 employees.

Trend: Need for innovative solution in the business

One single big client

Focus on the International Market

Potential competitors: Competitors of the main client

Founding team Research and development engeneers

## Development building blocks

Story

On the 1st July 2016, the company is founded by two partners (Gianluca Marangon and Alberto Marchetti). The company, whose core business is based on research and development for product and process innovation, is now composed of 10 people. The company has its origins thanks to the financing by three members of a company that today is the only customer operating in the field of electric pumps. The goal, right from the start, was to develop energy efficient and technological products. In particular, the company intends to activate an entire process of incorporating the new technology into the corporate fabric, also offering a consultancy service. During the two-years journey, Tekneidos has entrusted 4 regional

funding. In particular, 2 POR for the insertion of PhD students with a research project, 1 POR for the consolidation of the start up, 1 POR for the development of new materials for electric motors. Right from the start, together with the offices, the company also invested in a small laboratory, for the development of prototypes and with special equipment aimed at quality control. In order to present themselves to the market in an innovative and diversified manner, they then invested in a complete offer including a consultancy path, designed to accompany the industrial fabric of local SMEs towards progressive innovation.

Visual elements

Tekneidos is a Greek name which means technology of ideas or ideas of technique and the brand is currently registered. There are no particularly distinctive visual elements.
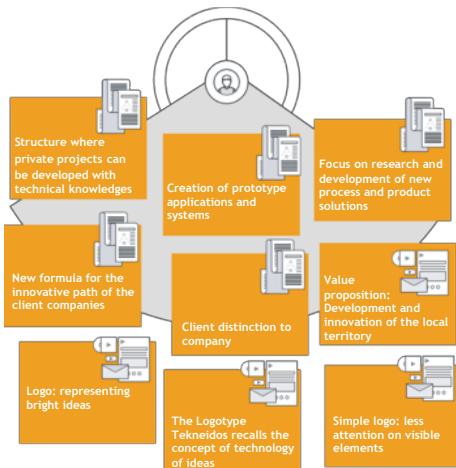
Implementation building blocks

Internal branding

Tekneidos has distinctive and characterizing values: ethics and fairness applied to business and social work, for the support of the entrepreneurial fabric of the territory. At the base of any type of interaction there is the fundamental concept of sharing and comparison that is indispensable both inter-company and in relations with society and the external ecosystem. Conflict is rather small and a relaxed environment is promoted. By the way, there is no stamper and employees are only called to cover the working hours in a rather flexible way.

Communication

Tekneidos communication is mainly based on the presence of a very simple but continuously managed and updated company website, in English. However, there is no intention to invest in other channels of communication at the moment, being the target of a very technical and focused on industrial processes. The outputs of their activities, which would be of central importance, are treated indirectly to the extent that they are advertised by the existing client, as an integral part of their activities.

Collaborative training and development

Startup challenges and public announcements

Indirect communication in the industry

Updated own website, direct channel

Web page

Indirect channel through the clients

Validation and evaluation building block

Due to its recent entry into the reference market, the company does not currently have a strong brand awareness. However, it enjoys it for the collaboration with a client of particular importance in the market considered. In particular, its value proposition proves to be particularly innovative and with the future collaboration with other customers and with the constant participation in regional and European projects, a progressive increase in brand awareness is calculated.

Awareness through main client

Value proposition as a guarantee

INNOtools
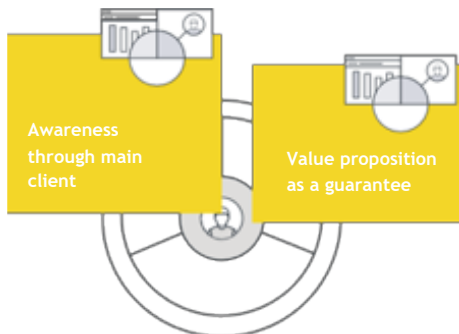
Practical Case:

M31

WP 3.1.2 - Interview

MEIM31

M31 was founded in Padua in 2008 by Ruggero Frezza. M31 is the mediator between entrepreneurs, university and innovative ideas and projects. The company's aim is to create, follow and support the birth of new spin-off to innovative products and services to the market. From the very beginning, the company focused on the know-how. The company creates new start-up and follows them until they become independent.

Since 2008 onwards the company has experienced a strong growth. The company is a creator of start-up specialized in several IT sectors.

Today the company counts a team of engineers and few people of the commercial area; it also collaborates with several partners.

M31 Idea, Mission and Vision

M31 is a group of entrepreneurs and researchers that in the first ten years of activity launched, successfully, 12 spin-off of research, following them from the initial idea to the concrete market. M31 vision is to have a leader role of a new ecosystem composed by innovative and technological enterprises, connected with the university. The next step in the future is to share M31 experience and know-how with ambitious enterprises, and together

with them to accelerate the creation of innovative and avant-garde business.

M31 sustains and promotes the entrepreneurship creating innovative start-up to valorize the scientific research and to find innovative solution for its customers, such as creating enterprises, develop technological know-how and solutions.

The aim of the company is to create highly efficient companies in several innovative sectors.

Ision: have a leader role of a new ecosystem composed by innovative and technological enterprises
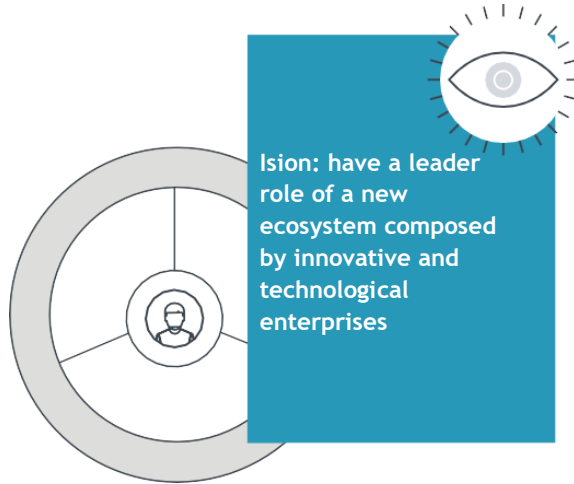
m3I Contextual building blocks

Industry and Competitors

M31 works in different industries thanks to its several spin-off, which are developing in different sectors. M31 is over all a research company, which allows it. Under the point of view of competitors companies that creates spin-off for the market it doesn't have competitors, but under the point of view of enterprises in each sector of its spin-off, which are different, it has other enterprises of the sector as competitors.

Customers

M31 aim is to create an audience of entrepreneurs ready to support the new spin-off, not only with knowledge but mostly with funding. At first the company attentively

evaluated the industrial sector that might be interested and become potential customers. The customers are also partners and are in charge of carrying out the financial part of the project. During this process the key factors are the know-how and the innovative technologies and processes that are developed in the laboratory by the research team.

Myself

Mr. Ruggero Frezza was a professor at University of Padua for 19 years. He was also a researcher and had his own laboratory. During his academic career, he launched 5 spin-off with the university in different market areas, all of them with good results. His team was composed of students and colleagues. All those spin-off started thanks to the collaboration between Mr. Frezza, his colleagues, companies and brilliant students. During this experience, the figure of the University of Padua was always strong in each spin-off and he represented it as a scientific advisor.

Several innovative industry sector

National and international customers

Customers that are also partners and an audience

Unique service, strong identity and lack of competitors

Business model: selling know-how

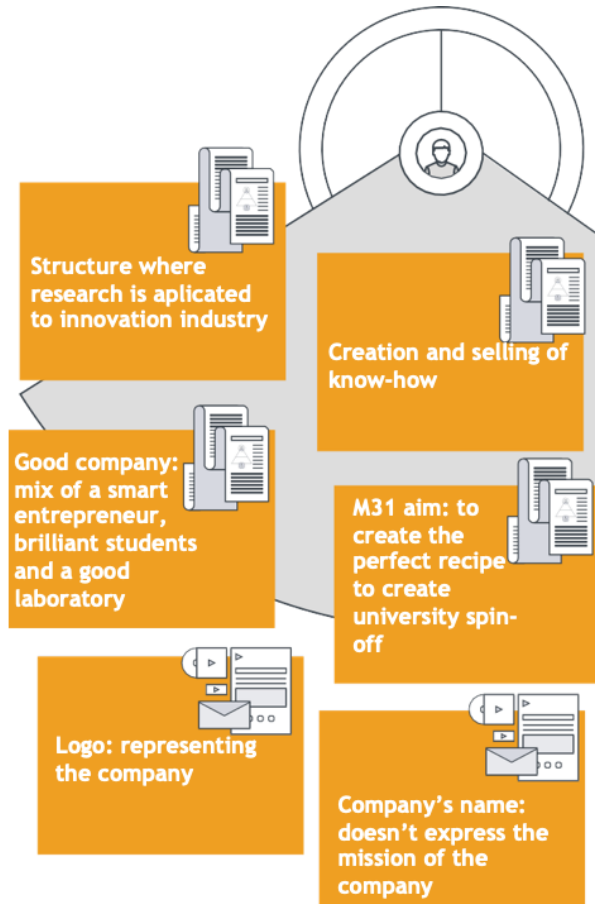# M3IDevelopment building blocks

Story

Mr. Ruggero Frezza observed that, in his previous experience of creating spin-off with the university of Padua, the perfect recipe to create a good company is the mix of a smart entrepreneur, an excellent university with brilliant students and a good laboratory. From this point of view he analysed that in the Veneto region there is a lot of smart and innovative entrepreneurs and that this, added to the university contest, is a big resource that can be used to create innovative companies.

Mr. Frezza gained a great knowledge about how to create a new enterprise after spending several years working with the University of Padua through research and practical cases. For this reason, in 2008 he felt he had a good idea and enough knowledge to start a business project. M31 started with the idea to develop the perfect recipe to create university spin-off inside the university laboratories and to find there the innovative know-how, and to build an audience of entrepreneurs of the region. In 2010 the economic crisis affected some of its customers and, consequently, M31 was affected too. In 2011 M31 opened its own venue in Silicon Valley, which was an innovative project to promote the university Italian spin-off in the US market; but M31 then closed it in 2014. This year was a bad year for M31 because of some intern problems that forced M31 reinvent itself and its business model. So, in 2016-2017 M31 changed most of its team and solved definitively its problems.

M31 is able to grow even more in the future thanks to their uniqueness and their innovative know-how.

Visual elements

The visual elements of M31 are not really strong: the company's logo consist in a designed name of the company, but doesn't communicate directly its mission. The name of the company "M31" doesn't refer to its mission.

Structure where research is aplicated to innovation industry

Creation and selling of know-how

Good company: mix of a smart entrepreneur, brilliant students and a good laboratory

M31 aim: to create the perfect recipe to create university spin-off

Logo: representing the company

Company's name: doesn't express the mission of the company

Internal branding

Above all, M31 likes to describe itself as a company that pays attention to coherence and innovation. Fundamental for Mr. Frezza is to develop and sustain new entrepreneurship realities in the Veneto region. Really important is the improvement of technologies and the innovative research.

Communication

Since its birth in 2008, M31 has grown exponentially, this however has not very much to do with the communication strategies. M31 has started with a small team, and back then, the company was very weak in terms of communication mostly because the research was the main focus. Nevertheless, companies relied on them, and once they started to collaborate everyone was extremely satisfied. Consequently, it is thanks to word of mouth, meetings and collaborations the company was capable of enhancing M31 reputation. A small team of senior engineers takes care of the communication and also of the website.

Channel strategy

One first very important direct channel for M31, is its website.
M31 works in market in which is tough to do communication. Despite that, M31 uses different social tools such as Linkedin, Facebook, Twitter and Youtube.
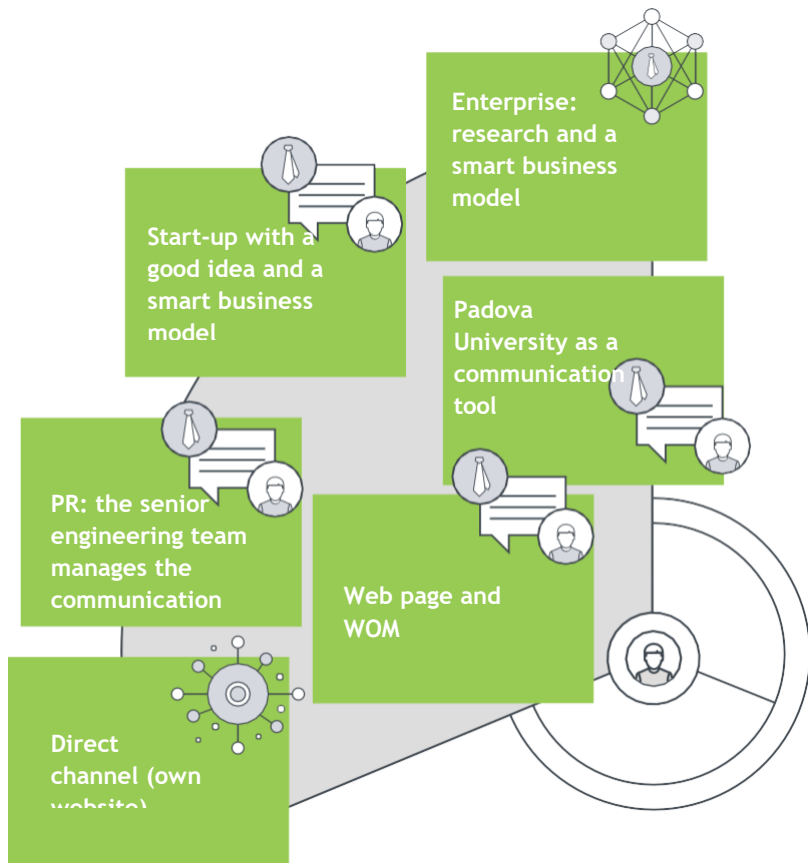Links:
https://www.m31.com
https://www.facebook.com/M31Italia
https://twitter.com/M31Italia
https://it.linkedin.com/company/m31-italia-srl
https://www.youtube.com/user/M31channel

Enterprise: research and a smart business model

Start-up with a good idea and a smart business model

Padova University as a communication tool

PR: the senior engineering team manages the communication

Web page and WOM

Direct channel (own website)

Validation and evaluation building block

The brand has developed greatly thank to a word of mouth between enterprises and thank to the university of Padua and its partners.
As a matter facts, one of the most important company's values is the coherence.

Innovative know-how

Coherence

INNO tools

Practical Case:

Sleepy Bottle

SLEEPY BOTTLE

Idea, Mission and Vision

Sleepy Bottle is a Slovenian firm that produces bottles to feed babies. The main characteristics are to warm the water at 37° and keep adapted milk dry while you sleep so, when the baby wakes up you have only to rotate the bottle and shake to mix milk powder and water. You can also use it during the day pigging it into a USB socket or a power bank.
Rok Colarič, Sleepy Bottle founder, develops this idea after a sleepless vacation with his friends. Every night he was woken up by the sounds of dads rumbling in the kitchen and this made him think about a solution. Two years later, he developed the first prototype of Sleepy Bottle. So, the company wants to create new, innovative and uniquely designed children's products that improved young parents' quality life with the ambition to influence the society and become a highly recognized brand.

Vision:
Become a highly recognized children's brand which create innovative products that improved young parents' life

Contextual building blocks

Industry and Competitors

Sleepy Bottle operates in children's product market producing and selling innovative elements to improve young parents' life. This is an industry, with an estimated size of 11 billion dollars in 2017, in continuous expansion and improvement thanks to raising purchasing power, changing lifestyles and increasing consumer awareness of the health of children, both in Slovenia and in the world. A rapid urbanization and a growing middle class population in developing regions, linked to a new comfort oriented life in developed ones, are the main forces that are contributing to the expansion. Moreover, exploiting this trends and the support of the government and non-governmental organizations, manufacturers are promoting hygiene and baby health causing the growth of the demand for childcare products.

Main competitors are other bottles, adapters of prepared milk or similar products producers, but could also be the parents' habits in preparing adopted milk: they are used to do it when the child wakes up in the night or before going to sleep so, in this way, they have only to warm it. The problem is that these methods are stressing or not so much hygienic, contrarily Sleepy Bottle allows to have the milk done and at the right temperature only by shaking the bottle preserving all the nutritional properties.

Competition overview — product categories

	Prepare on demand	Prepare before	Other similar products	Sleepy Bottle
optimal freshness and temp.	✓	✗	✗	✓
optimal temp. when needed	✗	✗	✗	✓
no risk of bacterial growth	✓	✗	✗	✓
no caloric value loss	✓	✗	✗	✓
portable	✗	✗	✓	✓
fast preparation	✗	✗	✗	✓
affordable	✗	✓ ✗	✓	✓
quality materials	✓	✗	✗	✓
low footprint	✗	✓	✓	✓

Customers

Sleepy Bottle's customers can be divided in direct and indirect ones. The firsts are all parents of small children in general and, above all, those who use adapted milk to feed babies. Market size of those mother that don't breast-feed babies is very large: at global level 71% of children older than 6 months are fed with adopted milk, that can be quantified approximately in 100 million customers; more specifically, in Europe and United States the proportion is at 80%, that is about 8 million customers. The seconds are all baby food providers because they can became Sleepy Bottle's partners.

Myself

Sleepy Bottle was founded by Rok Colarič and now he is supported by a 14 members team that all are oriented towards global success.
Main company figures are:
Rok is the founder and CEO, with 15 years of experience in sales and marketing, and he deals primarily with financial and business activities.
Lenart Grkman is the operation manager (COO) and he takes care of design and operational management, having 4 years of experience in branding and packaging design field.
Klemen Eržen is the technology manager (CTO) and has 25 years of experience in product development and engineering.
The firm also actively cooperate with expert external designer, industrial designer and investors that over being business partners are mentors too.

Trend:
Expanding and
changing children's
product sector

National and
international
clients

Parents of small
children and baby
food providers

Potential competitors:
Baby bottles and
adapters prepared
milk producers and
parents' habits

Experience
management and a
global success
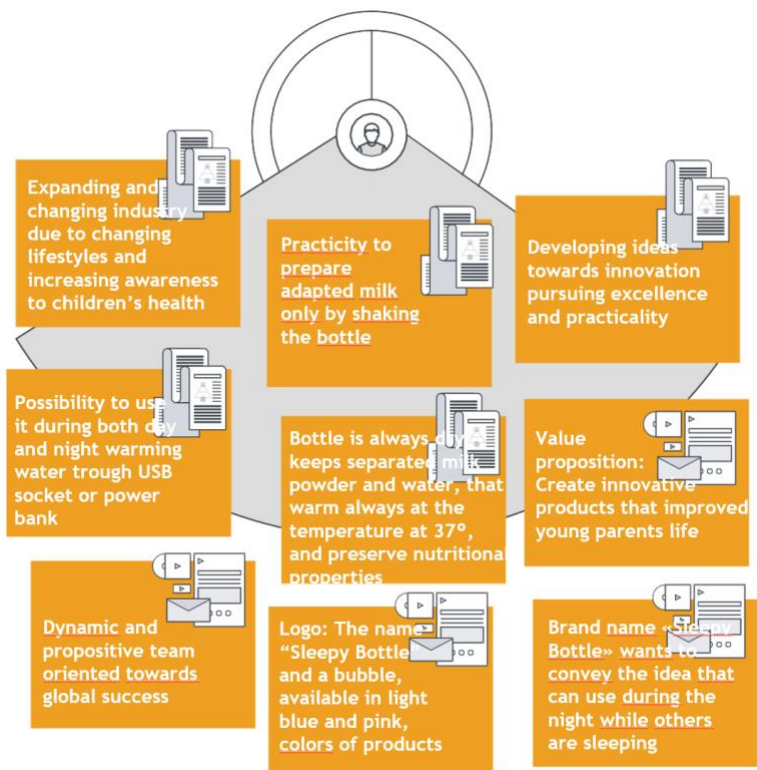oriented team
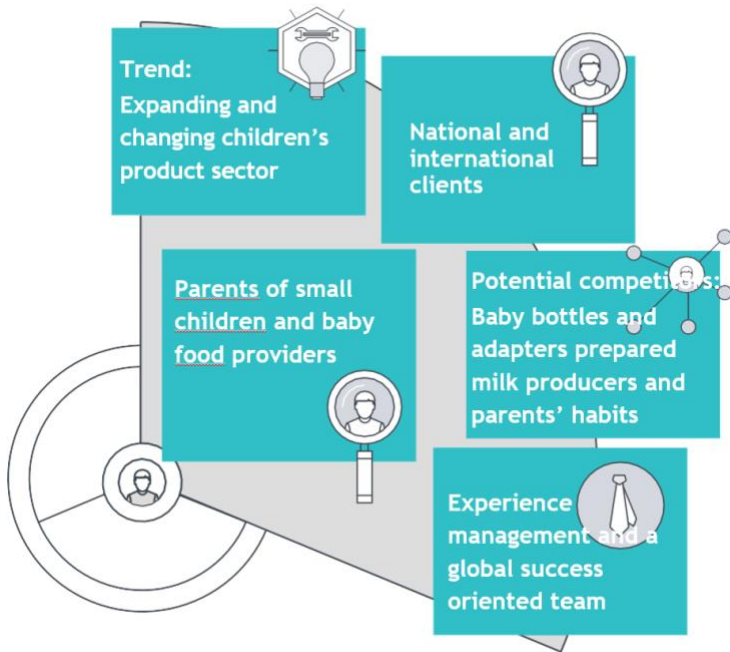
Development building blocks

Story

Rok Colarič developed his idea inspired by insomnia suffered during a vacation with his friends and their three months old babies. Every night, during night meals, he was woken up, as the rest of the house, by loud noises not so much from crying babies but rather from dads in the kitchen preparing bottles. This experience made him think in order to find a better solution to avoid all these problems, so, two years later, he designed the first prototype of Sleepy Bottle. During years the product has been perfected towards innovation pursuing excellence and practicality but keeping the highest hygienic standards. Now he proposes a bottle able to heating and maintaining water at ideal temperature of 37° while parents are sleeping and to preliminary prepare adapted milk keeping it dry and separated until the moment of feeding, when parents shake the bottle, mix milk powder and water and have the meal done. It's use isn't limited at night, it can be used during the day too because can be plugged into USB socket or a power bank.

Visual elements

The brand name of the company is "Sleepy Bottle" that in verbatim translation means "Dormant Bottle", namely the bottle used to feed when everyone is sleeping because is easy, quick, silent and does not require alertness.
The logo is composed of the name "Sleepy Bottle" and a bubble, which is available in two colors, light blue and pink, that are also the colors in which the feeding bottle is available.
The firm has also developed the slogan "Easy nights, easy life", which means "Simple nights, simple life", equipped with a pictorial version of the logo, a sleepy cloud.
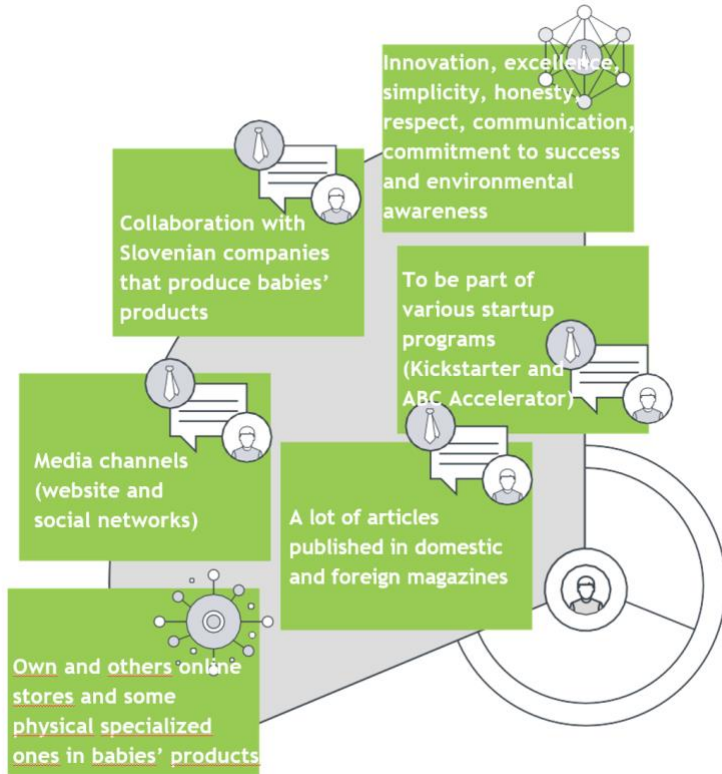
Expanding and changing industry due to changing lifestyles and increasing awareness to children's health

Practicity to prepare adapted milk only by shaking the bottle

Developing ideas towards innovation pursuing excellence and practicality

Possibility to use it during both day and night warming water trough USB socket or power bank

Bottle is always duty keeps separated milk powder and water, that warm always at the temperature at 37°, and preserve nutritional properties

Value proposition: Create innovative products that improved young parents life

Dynamic and propositive team oriented towards global success

Logo: The name "Sleepy Bottle" and a bubble, available in light blue and pink, colors of products

Brand name «Sleepy Bottle» wants to convey the idea that can use during the night while others are sleeping

Implementation building blocks

Internal branding

Sleepy Bottle firmly believes in its products and trademark and they constantly work to develop them pursuing innovation, excellence and simplicity. People in the team are guided by value as honesty, respect commitment to success and attention to environmental issues.

Communication

Sleepy Bottle has different ways to acquire clients. One is to be part of various start-up programs, like Kickstarter and ABC Accelerator; another is to collaborate with other Slovenian companies that produce products for children in order to address potential customers and to do that they create prize games advertised through their communication channels, mostly through Facebook and Instagram. They also have a web site and a YouTube channel. Further ways they adopted are to publish a lot of articles in many domestic and foreign magazines about their company and products and hosted broadcasts.

Channel strategy

Sleepy Bottle's products are sold through company's online store and other online stores with the aim to expand the sales network. They also sell them in some physical specialized stores for babies' products.

Innovation, excellence, simplicity, honesty, respect, communication, commitment to success and environmental awareness

Collaboration with Slovenian companies that produce babies' products

To be part of various startup programs (Kickstarter and ABC Accelerator)

Media channels (website and social networks)

A lot of articles published in domestic and foreign magazines

Own and others online stores and some physical specialized ones in babies' products

Validation and evaluation building block

The product development process has been very long, it began with checking the idea, creating several prototypes and finally testing them on test users. The company has been perseverant in its journey to the actual success, they don't quit when the startup problems arise in fact they change 12 prototypes before create the final one.

Perseverance in reaching goals

INNOtools
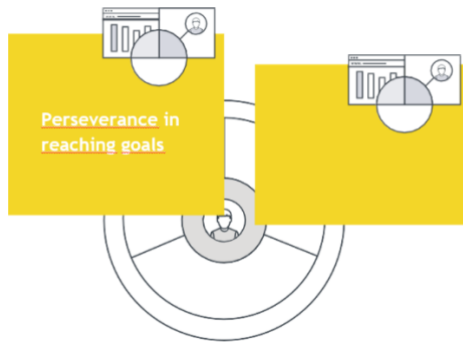
Practical Case:

Flexkeeping

WP 3.1.2 - Interview

FLEXKEEPING

Idea, Mission and Vision

Flexkeeping (https://flexkeeping.com/) is technological society operating in hospitality industry that has developed an application for hotel household and the entire hotel operations with the purpose to facilitate employees' interaction of work tasks.

They are always attentive to technological innovations to be integrated with their application in order to develop the best tool to control hotel operations and to improve communication in the structure. At the same time, they want to understand hotel operations as best as possible to identify any errors to be corrected in order to offer the best service to customers. Mixing these two point of view they aspire to became a world-renowned brand for their product.

Vision:
Become a world-renowned brand in hospitality industry for its products
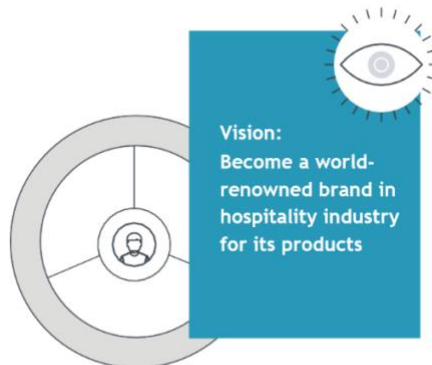
Industry and Competitors

Hospitality industry it's been strongly influenced by technological innovation, so investing in this allow to gain competitive advantage in understanding and knowing better costumers on the one hand and hotel operations on the other one. Almost in every hotel communication is still settled in a regular way as printing lists of room cleaning (guest arrivals and departures), telephone or direct messaging of tasks performed but this type is delayed and ineffective. Flexkeeping, through its application, offers an innovative way to solve communication and task sharing. This technology is a novelty in Slovenian market and as such there is no real competition if not for established patterns in companies that are challenging to innovate.

Customers

Since Flexkeeping application has the aim to provide faster and better quality information flow among the employees and a consequent reduction of costs, the main costumers are hotels, hotel chains and other companies that deal with accommodation and guests. The application is expanding not only to be limited to communication between households, receptions and hotel management, but also to food and drink departments and other hotel services; in fact, its usefulness is increasing for companies that are only deal with catering.
Given the widespread application, the company has the goal to expand into more countries and be present in at least 1000 hotels, trying to break into American market too.

Myself

Flexkeeping was founded by Luka Berger, current CEO, and is supported by a team of 20 people including Robert Tajnšek, Chief Technology Officer (CTO), and Aljaž Ketiš, Chief Product Officer (CPO). People here

continuously face challenges because they work on development of new products based on the latest technologies and this make their work interesting, dynamic and never boring. In doing this, there are guided by obsession for quality and precision trying to create a space for new art, new technology and timeless stories, not only an efficient company.
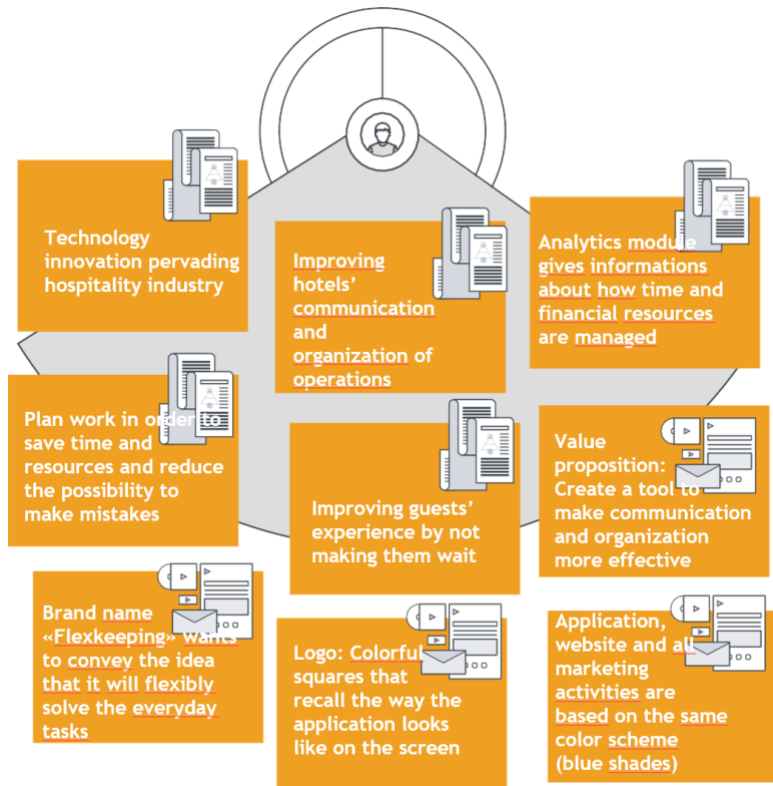

Trend:
Technology innovation that is invading the hospitality sector

National and international clients

Hotel, hotel chains and other companies which deal with accommodation and guests

Potential competitors: No real competitors if not for established patterns in companies that are challenging to innovate
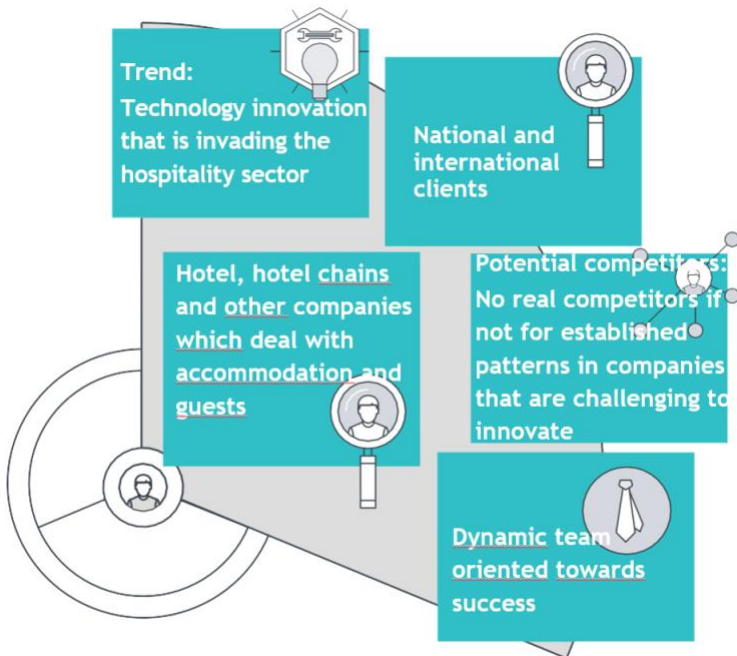
Dynamic team oriented towards success

Story

Flexkeeping was founded in 2013 after an experience as a housekeeper in a hotel in USA of its founder, Luka Berger. Here he observed carefully the way work was managed and how employees communicated and noticed that there was a grate waste of time due to the slow and ineffective way to communicate. This organization caused that rooms weren't ready for the check in, so guests had to wait, and, in the worst case, that the supervisor hadn't enough time to inspect them properly, which means lower clients satisfaction. To solve all financial and time losses that occurred throughout the hotel, Luka Berger develop Flexkeeping, an application that improve communication and organization within the hotel. With it everyone receives tasks on the smartphone and communicates about the state or work done during work, for example which rooms are already ready for new guests and, at the same time, receives information from employees in other areas. It's also useful for management because the analytics module gives information about how time (for example from an individual employee or how much on departments) and financial resources are managed (for example if inventory is spent or costs trend). So, with informations provided from the application is possible to planning work in order to save time and money, to reduce possibility of mistakes in work and to pay more attention to guests improving customers experience.

Visual elements

Brand's name is Flexkeelping, which wants to convey the idea that it will flexibly solve the everyday tasks of the hotel. The logo is composed of colorful squares that recall the way the application looks like in the screen. It's also been used the same color scheme, shades of blue, on the application, web site and all others marketing activities.

Technology innovation pervading hospitality industry

Improving hotels' communication and organization of operations

Analytics module gives informations about how time and financial resources are managed

Plan work in order to save time and resources and reduce the possibility to make mistakes

Improving guests' experience by not making them wait

Value proposition: Create a tool to make communication and organization more effective

Brand name «Flexkeeping» wants to convey the idea that it will flexibly solve the everyday tasks

Logo: Colorful squares that recall the way the application looks like on the screen

Application, website and all marketing activities are based on the same color scheme (blue shades)

Internal branding

Flexkeeping team is composed of members that are young, motivated and firmly believed in product and this affects the work environment making it stimulating: people are in harmony, each one's vote counts and the participation with new ideas to develop the application is encouraged. Another very important value for the company is to be always professional, in particular regarding to costumer relationship: they do everything to make them happy and maintain friendly relations.

Communication

The acquisition of new customers is mostly done through a personal approach: they attend fairs where they talk directly with domestic workers, listen to their problems and experiences and create a solution personalized to the problems they have at work. They also attend and sponsor events dedicated to housewives and in the last two years they organized one.
They have a website and are also present on social networks like LinkedIn, Facebook, Instagram and Twitter to keep in touch with costumers, even if they believe that the best advertising is "word of mouth".

Channel strategy

Flexkeeping has representatives that sell the application directly offer complete support. They present a demo version explaining the advantages and how it will impact the business structure and answer any questions.

Personal approach and "word of mouth"

Stimulating and harmonious environment where people count and are encouraged to propose new ideas. Kindness to the costumers

Attending fairs where they meet new costumers and create a personalized solution

Media channels (website and social networks)

Presence, sponsorship and organization of events dedicated to housewives

Representatives that sell directly and offer support for any doubt

Validation and evaluation building block

Flexkeeping was founded with the aim to simplify work and communication for workers in those hotel sections where operatives are mostly connected, but now it's been extended to all departments. This it's been possible thanks to research and customers feedback that allowed the application to be improved and upgraded, keeping this process ongoing.

INNO tools
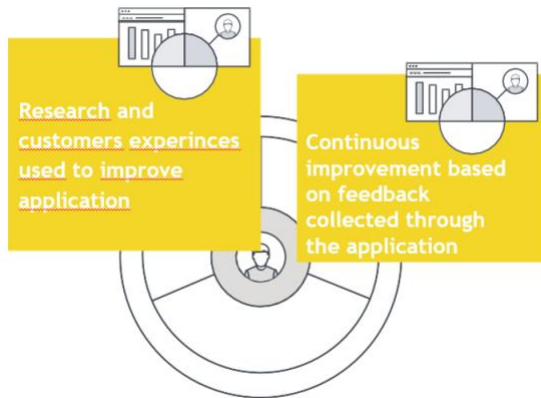
Practical Case:

BK Solutions

BK SOLUTIONS

Idea, Mission and Vision

BK Solutions (https://www.bksolutions.eu/), that was founded in Portogruaro in 2017, is an IT consultant and software dealer company, which is part of QBS group, that provides solutions about management software, in particular about Microsoft Dynamic NAV, and about manufactory problems, specifically operative ones. They operate following the paradigms of industry 4.0 in order to improve working conditions and increase productivity and quality of production facilities and business process with the aim to become the reference company.

Vision:
Become the reference company that develops and provides innovative management software following paradigms of industry 4.0
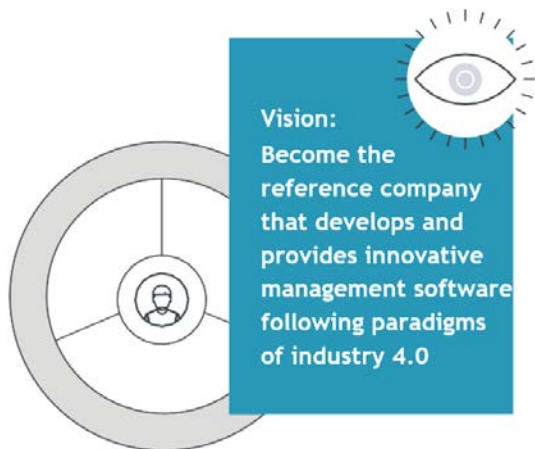
Contextual building blocks

Industry and Competitors

In management software consultancy industry there are few competitors but they are generally big. This is a problem since BK Solution is a newborn and unknown company, so when they propose a solution to a client, if there isn't a computer technician that valuate the demo, he will choose only by revenues dimension or number of employees. Another problem of these big competitors is that they easily are able to replicate basic technology, so the company has to implement something difficult to be replicated in order to differentiate. Actual ERPs are difficult to use, so they have the idea to simplify the user experience but, at the same time, to make it more complex and complete the processes and the results provided. In particular, they want to introduce artificial intelligence in enterprise resource planning (ERP), so that it analyzes data or index to make the system evolve proposing automatically suggestions: it has not only to be a software but it has also to provide management culture.

Customers

BK Solutions main costumers are those enterprises that have problems with management software providing solutions about Microsoft Dynamics NAV and other factory issues in general, as operative and productive ones, through Microsoft solutions and BK Suites. Clients are mainly Italian, but there are also some international projects that the company wants to improve to assume an international profile. Big clients, that who have at least a few million revenues, buy full programs (technical and management support), instead small clients buy only BK Suite solution. The latter are not so interesting because projects can't evolve, but are useful to make the brand known. This because customers, nowadays, are only companies that already had some previous relationships or those that bought a process analysis and results and methodology have been greatly appreciated.

Myself

BK Solutions is a newborn company that operates in IT consulting sector. It's been founded by Alvise Seno, CEO of the company, who is graduated in business administration and thanks to his previous experience as business consultant brings organizational and process skills. He is supported by other 5 employees: a statistic, one who manage marketing, one who manage financial aspects, two programmers and external consultant for web design.

The firm wants to find external support to finance research, develop ideas and find innovative solutions because his main goal is to improve Research and Development since Alvise Senso thinks is the strategic key to compete with global companies.
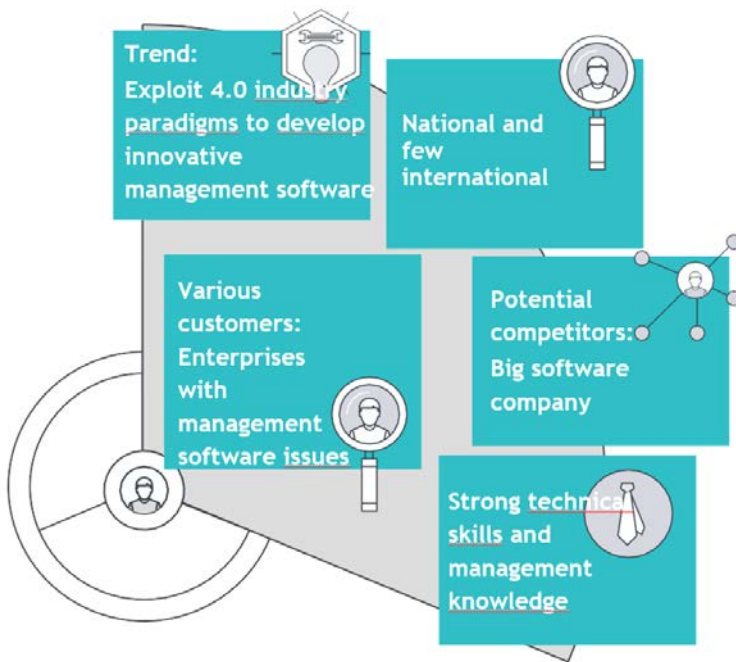
Story

Bk Solutions was founded in 2017 in Portogruaro by Alvise Seno after various experiences in not successful firms, bringing not only technical but also management competences. They operate in software industry, both selling their own software (BK suite, to cover manufactory aspects) and solutions about Microsoft Dynamic NAV. They want to develop their current ERP (enterprise resource planning) program to create an innovative one, which uses artificial intelligence or machine learning to learn and self-produce solutions. This element would allow them to differentiate form other firms and make the product more difficult to replicate. In order to boost R&D, the most important area for the enterprise, BK Solutions wants to begin a collaboration with universities so they can develop their projects and find innovative solutions.

Visual elements

Brand's name is BK Solutions, which means 'Business key Solutions', so they want to convey the idea that they are the key to solve business problems. They tried to express this message also through their logo: a cube composed by two cubes of different colors, where one is inside the other; the innermost cube is their software, while the outermost cube is the client company. BK Solutions is the core solution for business problems.

Become reference company that develops management software following paradigms of industry 4.0

R&D investments and collaboration with universities and clients to develop innovative solutions

Young team but with long-term experience

Innovative ERP program that exploits artificial intelligence o machine learning to provide business solutions.

Management software (Microsoft Dynamic NAV and other ERP) dealer and consultant

Willingness to differentiate avoid replicability problems

Logo: Cube composed by two cubes of different colors: one inside the other, which the innermost represents BK and the outermost one the client

Slogan: The key to your business

BK Solutions
THE KEY TO YOUR BUSINESS
Implementation building blocks

Internal branding

The most relevant value that guides BK Solutions in his relationship with costumers is to consider them a family; thanks to their experience and strong knowledge, they transmit confidence and security. In this way they can integrate, understand and study their structure, identify problems and the best solution for it exploiting also the experience gained with other costumers. Being in so close relationship with them allows BK to propose new projects to the client that originally weren't even imagined. To do this, the company wants to begin a collaboration with universities to find both mathematical-statistical skills and economical ones in order to develop their technology with new ideas and innovative solutions.

Communication

BK Solutions has done little marketing so far, there is only one person that manages it; currently they propose demos of their programs to the firms or they are directly contacted by companies due to problems caused by big ones.
They already collaborate with an international group, QBS, to exploit its connections being the largest and fastest growing international network of Microsoft Dynamic. Being a Microsoft Solutions seller is a strong element to exploit because allow them to be seen by companies, even if they are still small.

Channel strategy

BK Solutions mainly relies on external sales representatives who leave a list of companies potentially interested in their products to them. Are also used telematic channels such as a website and an email system to introduce the products.
They also want to organize events with a partner company to meet their customers to teach them about privacy and security problems.

Client considered as a family

Collaboration with QBS group to exploit its network

Collaborative development between University, BK and customer companies

Media channels (website and email system)

Demos proposed to show programs

External sales representatives
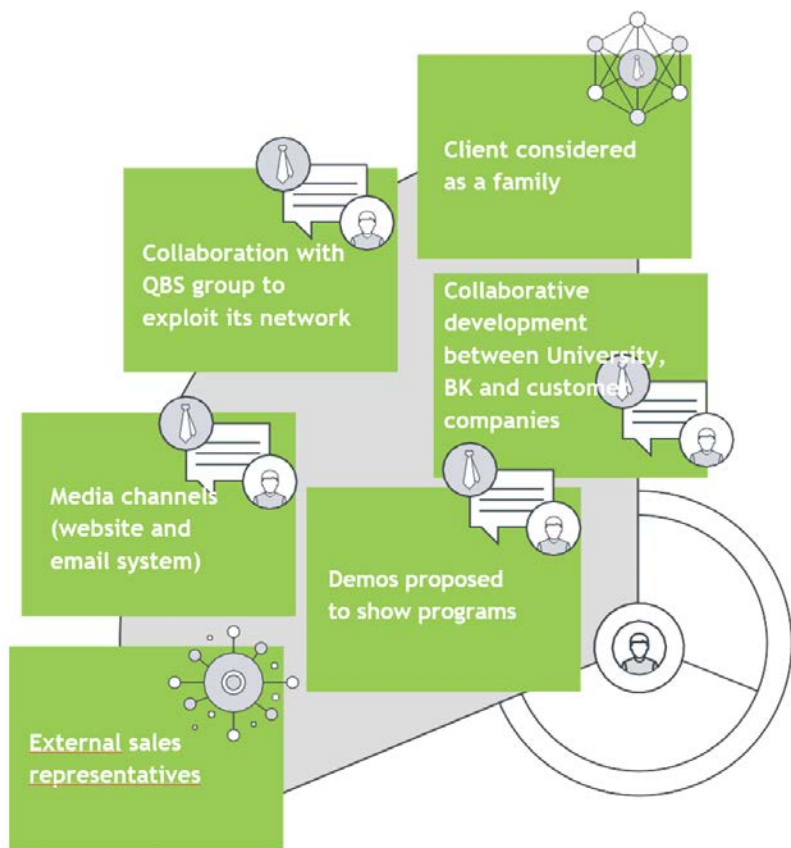
Validation and evaluation building block

BK Solutions in developed around the idea to treat the costumer like a family, making him feel confident and secure. This way to work is a very important factor because allow them to keep clients, in fact when a relationship begin usually lasts for long time.

Costumers treated like a family, making them feel confident and secure

Long-term relationship with clients
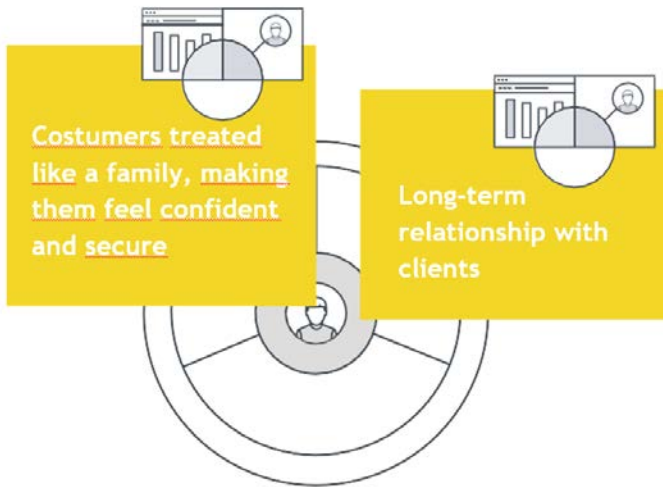
Practical Case:

TreCuori

WP 3.1.2 - Interview

TreCuori is a digital innovative platform that puts people at the heart of its value proposition. People with its behaviour (purchases, the reading of advertising spot) can affect the choices of the businesses and lead to concrete actions with regard to benefits for the local area.

The platform is useful to businesses because it effectively promotes goods and services, simplifies employee benefits and reduces the tax wedge.

It is useful to the third sector (any kind of non-profits, such as charities, sport groups, schools and many others) because promotes its services and allows obtaining money.

It is useful to Public Administration that has the task of developing and managing local welfare programmes. The public administration works to serve the public and find solutions to demanding public problems not only through government agencies but also through non-profits. Therefore, any system that supports the third sector is without a doubt assisting the well-being, the welfare of all the community.

It is useful to people because they have the opportunity to support their favourite non-profit organisation, benefit from welfare and increase their purchasing power.

The new digital technologies, more and more widespread and affordable, allow people, third sector, public administration and businesses to interact each other and to produce shared value through social marketing, employee benefits and public well-being.

The belief is that this new approach, inspired by the concepts of "Shared Value" and "Circular Economy", can profoundly transform the way of conceiving Corporate Social Responsibility, making it feasible non only for large companies, but also for medium, small and micro enterprises. All commercial players, regardless of size, while promoting their businesses (*social marketing*) or optimizing their human resources strategies (*employee benefits*) can become active in generating well-being for their employees and for the larger community.

"To promote the economic and social development of the area in which it operates, looking at the social impact by each activity overall generated" is TreCuori's purpose.

Otherwise, the company commits to achieve a common benefit and to behave in a responsible, sustainable and transparent way in respect of people, community, territory, environment and other stakeholders.

Vision:
To promote the economic and social development of the area in which it operates, looking at the social impact by each activity overall generated
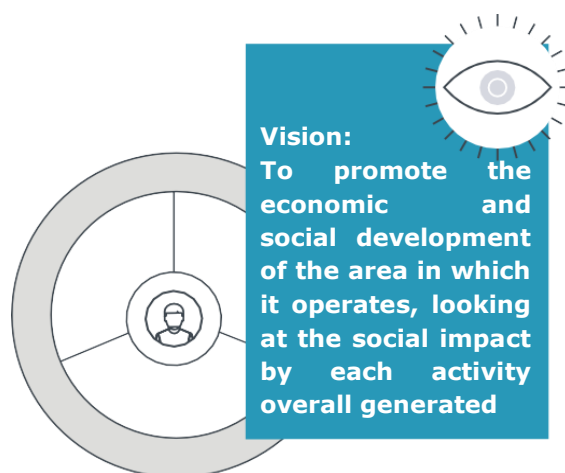
Contextual building blocks

Industry and competitors

TreCuori is a "Società Benefit" (a sort of Benefit Corporation). This new socially oriented company form, which Italy has introduced into its legal system in 2015, does not enjoy any tax benefits and is subject to stringent requirements. This legal form was chosen to ensure a firm commitment to the social mission of the TreCuori project.

TreCuori is not to be confused with pyramid schemes or multi-level marketing strategies that require participants and members to pay to join. People choose TreCuori because it is an opportunity to do something good and give money to the non-profit organisation they are interested. In this way, the third sector can continue to offer a service to the community and increase its quality.

TreCuori is a tool that can be used in three different interdependent contexts: social marketing, employee benefits and public well-being.

Social marketing is based on the fact that people are happy if their purchases have a positive and beneficial impact on the territory. For this reason, they prefer buying thing in shops agreed upon with TreCuori. It permits to create a virtuous cycle: companies promotes their products and services; associations receive money and people help their favourite non-profit.

On the other hand, TreCuori allows companies to provide employee benefits and to be advantaged of tax incentives. Large, medium, small and micro enterprises can use the platform through trade associations, career and HR counsellor and accountants. Workers can spend their benefits everywhere and support local associations. Employee benefits help to reach further targets, as business climate's improvement, attractiveness to new talent and loyalty of workers.

The public well-being allows the Public Administration to provide financial contributions to citizens and lower income families.

There are no platforms as TreCuori in the world, but employee benefits provider can be a possible competitor. They are private companies that help companies in the design, implementation and supervision of welfare plan or intervention. At the moment, service companies, software-house, on-site platforms, insurance brokers could enter in the benefit provider market.

Customers

TreCuori is a digital platform that creates shared value among its customers: people, businesses (from small corner shops to large companies), third sector (any kind of non-profits, such as charities, sport groups, schools and many others) and Public Administration.

Any company, regardless of their size or sector, can be a customer of TreCuori through the fundamental role of their consultants, for example trade associations or career counsellors.

TreCuori is the perfect partner for companies with a strong connection with the territory and interested in Corporate Social Responsibility actions.

In addition, business advisers and trade associations choose TreCuori as a social marketing and employee benefits platform for their customers: Confartigianato (nationally), Confcommercio, Confapi, Confagricoltura (regionally), Welfarenet (a project led by Confesercenti), etc.

Myself

The project was set up by a group of people from various backgrounds (third sector, businesses, people), driven by the firm belief that new digital technologies allow new and better ways of collaboration among businesses, non-profit world and citizens. This

collaboration with others, who have similar goals and values, even though from different worlds, can lead to a virtuous circle for the benefit of all.

This virtuous interaction among these "three worlds" (people, businesses and third sector) is made possible today, as is has never been before, by new digital technologies which have become more widespread and accessible. The various actors involved, pursuing its interests, help the other in their activity. In this way, they create an ecosystem of cooperation and collective growth.
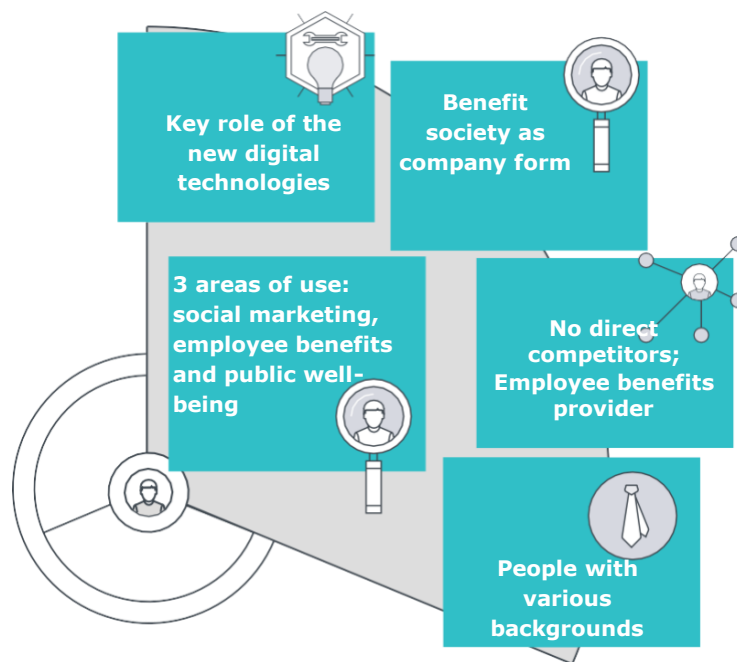
Development building blocks

Story

The project started with a non-profit approach in 2013-2014 through an amateur sports club: the founders didn't expect a profit from this activity, but their purpose was generating benefits for profit and non-profit organizations and the local areas. They would like to give life to something useful for the society.

In the first two years of activity (2013-2014), the founders thought about the fine-tuning of the idea and then they built the prototype of the first version of the IT platform called Sicard Live (with the sole function of Social Marketing).

In 2015, TreCuori launched the platform in three pilot small cities (Conegliano, Volterra and Seregno) with the aim of testing, improving and fine-tuning and they collected feedback from users (non-profits, schools, merchants, people). Without particular efforts to promote it, more than 170.000 euros were collected, with the involvement of more than 6 thousand people, 600 non-profits and more than 800 companies (from small neighbourhood shops to large enterprises).

Later, the founders understood that the platform could be suitable not only for the social marketing, but also for employee benefit and public well-being. In order to reach a greater number of companies, the need of a new legal form for the company came to light.

The transformation from amateur sports club to Benefit Society was implemented in January 2017. They changed also the name of the company from SiSport to TreCuori.

From 2017 the platform was made available nationwide as a social marketing and employee benefit tool. Besides Italy, the system could be activated in other countries.

The platform works in a very simple way. The employee chooses freely the goods and service suppliers, without agreement's constraint. The administrative and financial procedures for the company are easier. Otherwise, they do not have to pay any commercial fee on the employee benefits. There are advantage also for the territory because goods and services provided to the employees have a positive effect on the local area, supporting the local non-profit organisations chosen from workers and buyers.

The stores involved in the project decide the value of the contribution and the limit beyond which they freely grant it. When the buyers in these shops exceed the spending limit, they obtain a code. Through the site or application, they can donate this amount of money to their favourite non-profit organisation. Schools and non-profit, without extra costs, receive a contribution from a potentially unlimited number of supporters and they can offer a better service to the society. Enterprises and shops sustain a variable cost depending on result actually achieved.

Thanks to TreCuori, companies can promote their activity, attract and loyalize customers, have free advertising. Through a great social message, TreCuori obtains a positive effect on the local area and the involvement of the buyers.

In Fossalta di Piave, a little town in the province of Venice, a grocery-shop owner – who decided a contribution of 1 euro each 25 euros of grocery shopping – welcomed 72 TreCuori customers, sold products for a total of 121.225 euros, generating a contribution of 3.879 euro. This money helped 13 non-profit chosen by the customers.

TreCuori is an open system. If a person decides to buy something in a store involved in the project of a different city or region, can support his favourite organization of his town in any case.

TreCuori is also a virtuous system: each one, pursuing his direct interest, can produce shared value for the community. People are happy because they promote their favourite organisation; the seller is happy because sales increase; non-profits are happy because they obtain money and can continue their activity.

Visual elements

The name TreCuori refers to the mission of the company and to the positive behaviours called back. Three hearts for three actors: businesses, non-profit and people. The company try to create a collaboration between three different worlds with the common purpose of generating mutual benefits within the logic of shared value and circular economy.

In the logo, we can see three hearts inside a blue square. The colour of the hearts is not randomly selected. Green represents people and public well-being; blue stays for businesses, consultants and employee benefits; orange is for non-profit organisations and social marketing. The squared is the symbol of Public Administration.

"Love to be useful" is the brand pay off. It represent the intimate desire of improvement people life and help those in need. This approach gives value and meaning to people actions in TreCuori and guide their behaviour.
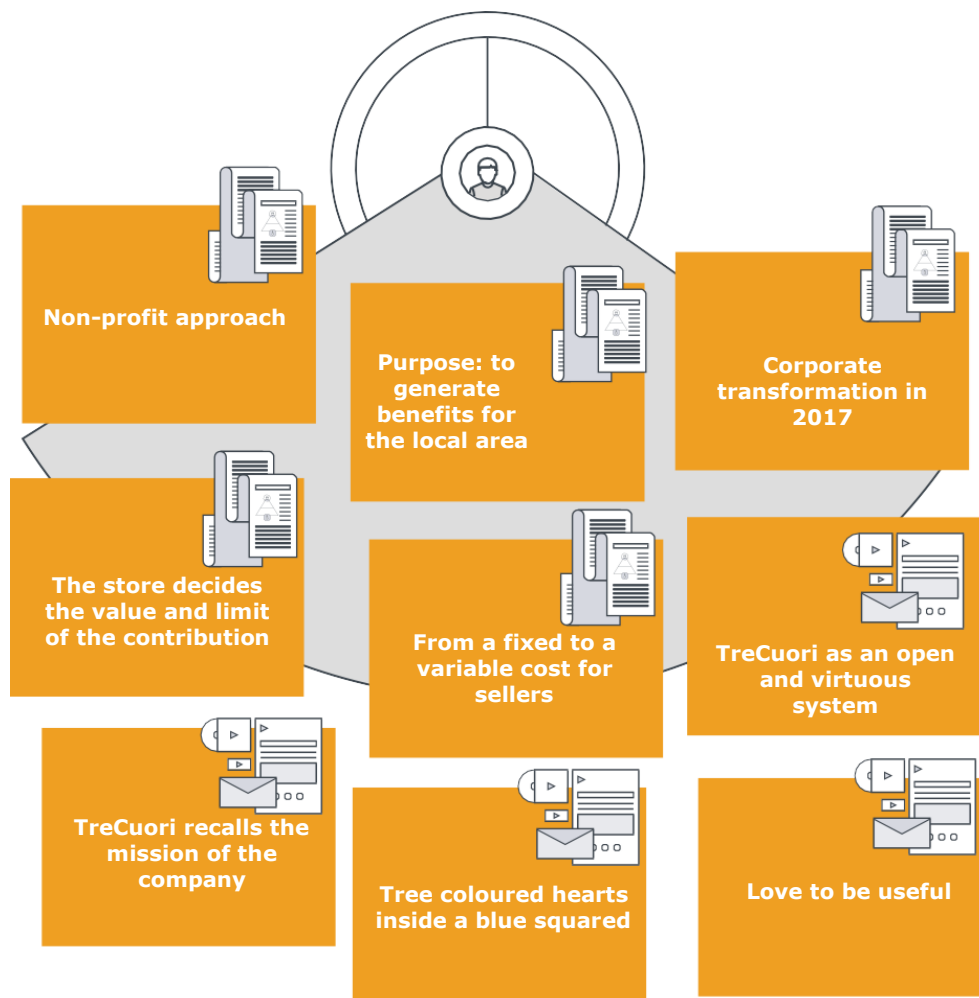
Implementation building blocks

Internal branding

TreCuori believes that the focus on people will have a positive effect on the territory, socially and economically.

TreCuori sincerely believes that its simple idea, assisted by innovative technologies, can lead to the improved well-being for all. They guarantee freedom for expenditure to employees, promotion of the local services, user-friendliness, employee benefits and consultant involvement.

The software on which the platform is based has been developed ad hoc to comply with the core values of the project: meritocracy, transparency, privacy respect and simplicity of use.

Shared value and circular economy lead companies actions in order to generate wellbeing in the community and to support non-profit and local organisations.

Communication

The communication is voluntarily basic because the company let this opportunity to their partner (trade associations, employment advisors).

Thanks to the unique platform, TreCuori has been invited to prestigious national industry conferences, for example the Workshop on Social Interprise (Riva del Garda), the Overtime-Festival of Sports Ethics, a workshop organized by the register of the chartered accountants (Macerata), the Communities of Change Festival (Milan), the Automotive Marketing Forum. The innovative project attracts media attention that gave them visibility through articles on important national and local newspapers (e.g. Sole 24 Ore).

They present themselves on the website and Facebook.

Channel strategy

The launch of TreCuori nationwide will be facilitated by the setting up of WelfarePoints ®. They are agencies for social innovation designed by Innova Srl that, in addition to working towards specific social objectives, will manage certain activities connected to the TreCuori project (participating partner programme, support, information, presentations, education/training and so on).

This unique project has been selected as social marketing and employee benefit tool by important trade associations as Confartigianato, Confcommercio, Confesercercenti, Confapi.

The most important channels are the website and the word of mouth. In fact, people can involve friends, relatives and acquaintances in the TreCuori circuit.

Core values: meritocracy, transparency, privacy respect and simplicity of use

To generate wellbeing in the community

Communication voluntarily weak

Invitation to prestigious national industry conference

Welfare Points

Website and word of mouth
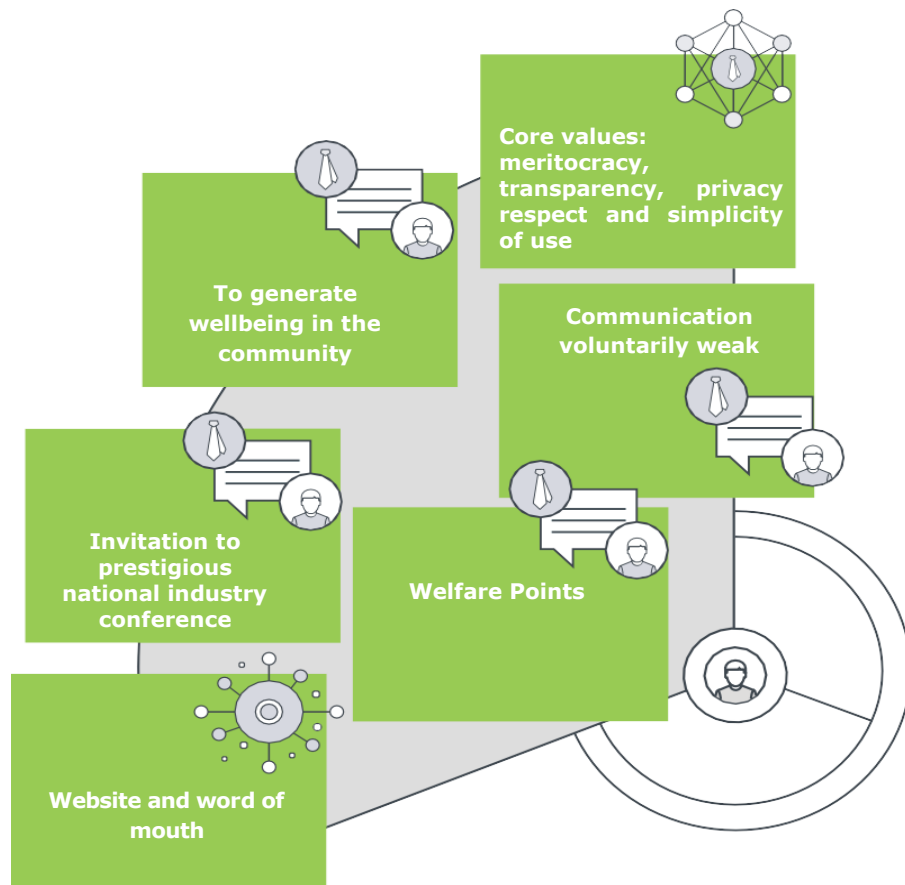
Validation and evaluation building block

TreCuori is useful for everybody. As we have stressed several times, the platform guarantees a positive feedback for the community through the interactions among businesses, people and third sector.

We can talk about a win win win logic. Each one, pursuing his direct interest, can produce shared value for the community. People are happy because they promote their favourite organisation, benefit from quality services, have more purchasing power. The seller is happy because sales increase and there are more people in his store. Non-profits are happy because they obtain money and can continue their activity. The Public Administration is happy because the well-being of the community raises and it can implement policies to support the income of citizens in state of need.

Interaction among businesses, people and third sector are important

Development of a win win win logic

INNO tools
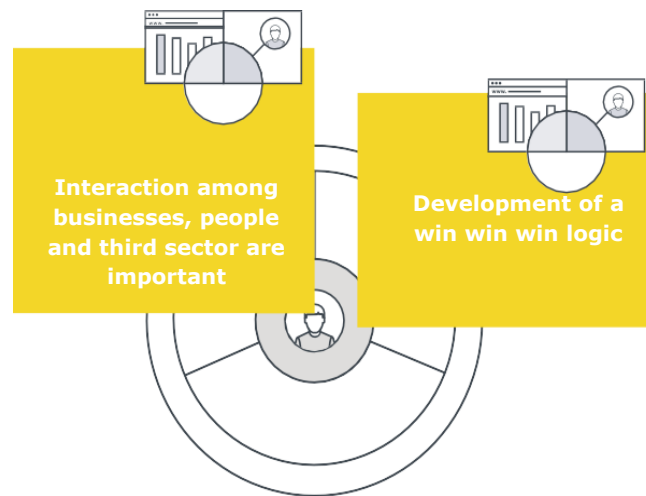
Practical Case:

Bogatin

Idea, Mission and Vision

Bogatin (http://www.bogatin.si/bogatin.html), that was founded in Liubljana in 2003, is the most recognized and referred service provider company in the SEE region (South East Europe) with also unparalleled knowledge in startup company development. They want always to improve and complete services offered providing connection to other partners, management knowledge and insight to develop an efficient supporting business environment, and this is supported by making at least one financial investment in startups every year. Bogatin has the aim to be recognized as the most renowned in startup services in the country and to be recognized in the whole SEE region.

Vision:
To be recognized as the most renowned startup service provider in the country and SEE region
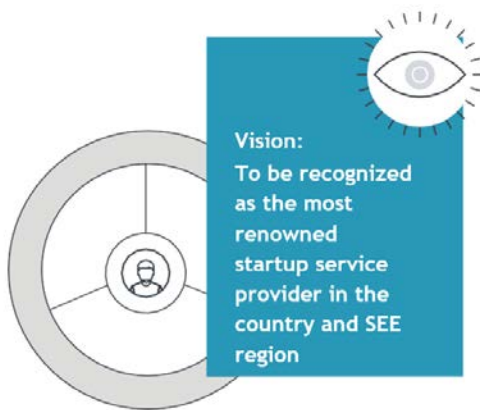
Industry and Competitors

Startup Industry is in its infancy but is growing rapidly, there are hundreds of new startup every year, only in Slovenia 50 potential clients per year, and this make the need of startup services increasing. They include experienced lectures and coaches, investor advisor, business developers and product and software developers.

A problem is that direct engagement with startups model (B2B) is possible but probably too expensive, a better way is to reach them through their support system, focusing on B2B2C model. However, the biggest problem is the lack of financing so providing financing and connection to investor will be a key differentiation factor from competitors.

Nowadays startup services are mostly provided by public startup ecosystem actors such as technological park, incubators and co-working spaces with added program and mentoring support, although they often lack in practical expertise in doing business and motivation to focus on startup success, indeed they just implementing activities. Competitors with these features exist but they are focusing on corporate clients due to their ability to pay larger fees.

Customers

Startups are the main customers of these services even if they haven't enough monetary resources to pay them, in fact usually exchange them for equity. The most requested services are about business development and introduction to potential buyers. There are also scale-up companies – older and richer startups – that are looking for advanced support and services, but they are able to pay with money.

Other kind of costumers are accelerators and incubators because they are very interested in Bogatin's experience in ABC Accelerator

Myself

Bogatin is an over 10 year experienced company in startup services with an extensive know-how of startup ecosystem in Slovenia and SEE region and a strong theoretical background. Other key advantages are its direct access to the ecosystem players and private investors that competitors won't be able to copy even in long term. The firm's purpose is to improve its experts, contacts and personnel to offer more efficient support to startups, for example offering support in providing public financing, because is its disadvantage. Moreover, thanks to its personal and professional networks, expertise can be leveraged by providing

networked services with other connected companies.
The company has also been outsourcing all non-core activities, including brand development.
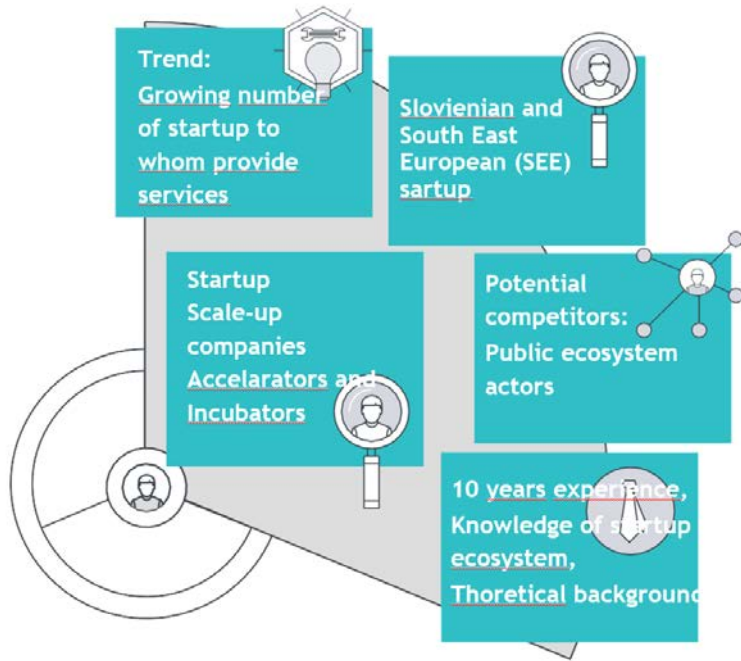
Story

Bogatin was founded in 2003 in Liubljana in a context in which the number of startups was starting growing. Taking also advantage from the experience in ABC Accelerator they understand that have to provide a complete service: not limited to just implement activities as accelerators and incubators do, but also provide business development experience, interest to startups success and a wide partner network to cover startup needs and provide connection with investors.

Bogatin is evolved guided by values as expertise, friendship, creativity, innovation and openness, so employees are independent, free to act as they wish to reach goals and gain new customers. The experience gained allowed them to be associated at a friendly but strict mentor or an elderly founder that helps you to develop faster than you would be able to do on your own. Bogatin wants, through its way to operate, to spread the awareness that openness and collaboration are beneficial in connection with expertise and proven track record; both customers and testimonials understand the importance of sharing.

Visual elements

Bogatin's logo is a magnifying glass that wants to express the massage that they try to convey the idea of an insight that is needed to really understand the topic. This is based on a story called The Treasure Mountain – Bogatin: there is a treasure hidden in a mountain that is protected by an animal. To get it the animal has to let you in, you can't force the entry. The treasure – the insight – is the knowledge on how to successfully grow the startup but it can't be achieved in a fast way – forcing the entry -, you have to grow and develop in a proper way in order to gain the knowledge.

The firm has a website and different social media accounts, including a group on LinkedIn used for connect with potential customers and potential partners.

Organization in which employee are independent and self-initiative to reach goals

Friendly and strict mentor that helps to develop quickly with innovation and creativity

At least one financial investment in startup

Direct connection with private investors and a wide network partner that cover all startup needs that can't be replicated by competitors

Startup services provider with unparalleled business development knowledge

10 years experience, business development expertise, theoretical background

Logo: magnifying glass that represents firm's philosophy: an insight is needed to really understand the problem

LinkedIn group to connect with potential customers (startup) and partners

Website and presence on social network

Internal branding

Bogatin was founded by a single person and is connected with a couple of loosely contractors. Here there is the culture of freedom and creativity, in fact employee are left free to operate and on their own initiative and expertise in others, non-core business and alternative point of view are supported and encouraged.

Communication

The most efficient way that Bogatin has to acquire new customer is personal marketing exploiting relationship ecosystem of already customer startup and startup public ecosystem actors in SEE region. The firm also use two other written publication (blog posts, newspaper articles) and media channels (social media and website) in order to build a strong brand awareness to become the first choice for everyone in SEE region to gain insight about startup development.

Channel strategy

Bogatin uses mainly direct marketing because it's been identified as the most effective, especially when customers are ecosystem actors: representatives sell services to customers directly in person; these actors can also become agent to connect the firm to startups.
Bogatin uses also social media and web channels, but less then direct marketing.

Written publications (blog post, newspaper articles)

Each member of the team operates independently and on its own initiative

Indirect communication in the industry

Media channels (social media and website)

Relationship ecosystem of customers and startup public ecosystem actors

Direct and indirect marketing
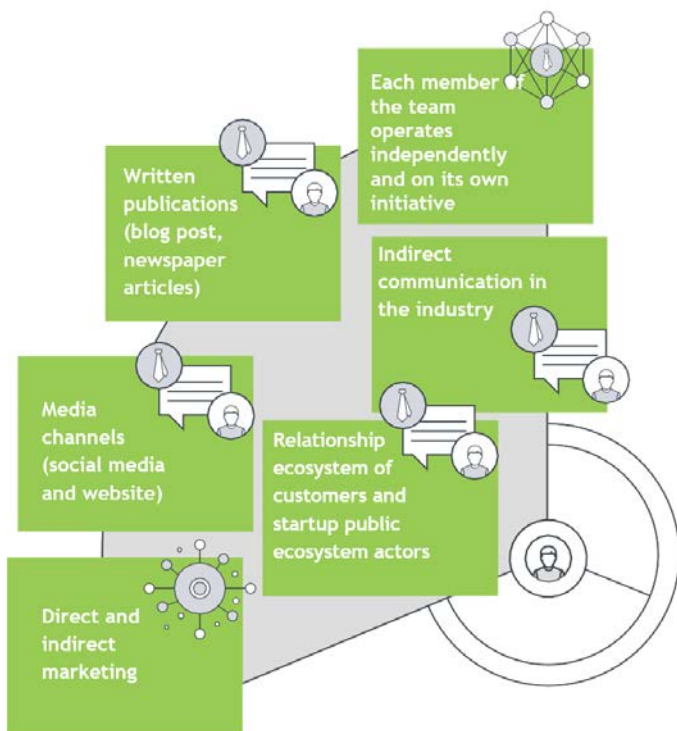
Validation and evaluation building block

Bogatin is developed following the data-driven approach that is always implemented for brand development. Metrics analyzed are those that measure Bogatin's brand success, so those that are connected to brand recognition and referrals within the target market segment. While referrals are quite common, especially with clients abroad, brand recognition remains very low.

INNO tools
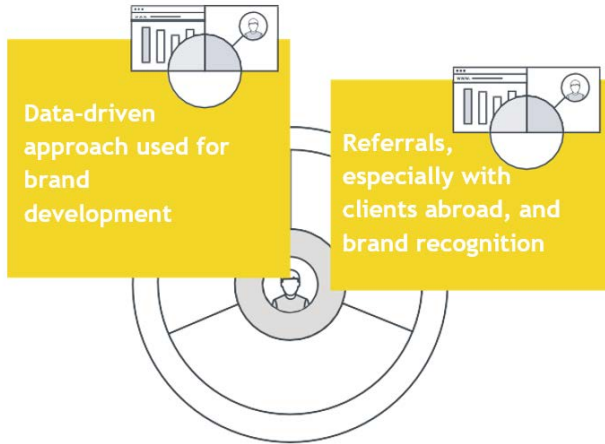
Practical Case:

WLADI RIGATO

WP 3.1.2 - Interview

Idea, mission and vision

Wladi Rigato is a company founded by Mr. Antonio Rigato back in 1980, that now is leaded by his son Wladi. What they produce are handmade made-to-order orthopaedic shoes based on third-party companies' prescriptions (B2B sales channel); more than this the company is now developing a new branch entailing the production of handmade stylish shoes for exclusive male clients (B2C) both according to made-to-order and made-to-measure formulas.

What Wladi Rigato is proposing with its products are symbols of high-quality, comfort and above all beauty; this last characteristic is something not very spread especially when dealing with orthopaedic shoes that generally are characterized by a clumsy figure. In this few lines the company's mission is embedded and becomes clear that it can be summarized in the desire, that translates into an ability thanks to Rigato's competencies, to create footwear for every kind of need and every kind of style maintaining a characteristic of uniqueness.

When looking at the future the owner has some clear ideas, he is projecting an ambitious plan that will have the following milestones: they will be more proactive in engaging clients and in developing products in order to become a reference point for their B2B channels, the company will work to adopt new technologies such as 3D printings to improve the production processes and last but not least the owner wants to increase its revenues to gain financial autonomy.

Vision:
Proactivity to increase revenues and gain financial autonomy.
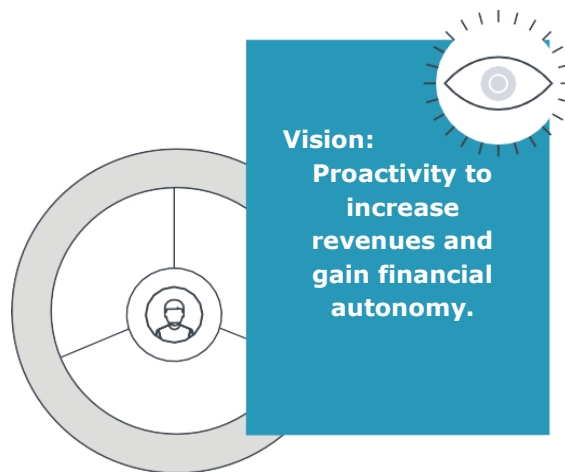
Contextual building blocks

Industry and competitors

The company provides both stylish and orthopaedic shoes approaching B2B and B2C channels; even if motivating and appealing, such strategy could be challenging given that, if on the orthopaedic branch results are clearly positive and the company has a good clients' portfolio, on the other hand looking at the B2C branch the business is subject to a stronger competition. According to the owner, Dr. Wladi Rigato, in the made-to-order & made-to-measure industry it is difficult to emerge and to impose the brand given that the players are historical and already established. The situation however is complicated, even if company is located in the nearby of Padua, an area famous for female footwear that for this reason should not represent a direct source of competition; according to this premise the right thing to say could be that, referring to the B2C channel, the difficulties related to the brand establishment are linked to the "newness" of the branch that is still developing and is not sufficiently known.
The way in which the company is trying to overcome and solve this industry-related issue is represented by the attempt to increase the word of mouth in the abovementioned area trying to develop agreements with local tailors.
What is worthwhile to notice w.r.t. the industry is that this type of tailored products, made in Italy, are particularly appreciated by foreign clients that are continuously approaching Italian artisans to have exclusive items. What is forecasted is an increase in Italian customers given that also in Italy the demand for these products is spreading.

Customers

With respect to the Business to Business activities company's clients are third-party players, i.e. companies selling medical supplies and orthopaedic shops that order to Wladi Rigato the products in the quantities they need providing him technical guidelines and products' specifications. Looking at the Business to Customer channel the typical client is high-incomed, generally engaged in entrepreneurial activities, with an age generally higher than forty-years, who is already used to look for these kinds of products. Willing to define the geographical areas from which they come we have a strong concentration in the north-east of Italy; to be recalled here is that there is a high concentration of entrepreneurs that can afford costly products; looking at the foreign clients, they are again high-incomed and above forty-years and principally come from China, Arabian countries, Canada, UK and Azerbaijan. The principal characteristic of Rigato's clients is that, being high-incomed people, they are very aware of their contractual power and they usually tend to ask for short production and delivery times coupled with very high-quality requirements. This aspect of course is a badge of honour for the producer who has the opportunity to be interfaced with people who deeply appreciate the intrinsic value and quality of his footwears.

Myself

Wladi Rigato was originally known as a mechanical engineer who has been working for approximately eleven years in the abovementioned field; everything started more or less five years ago when he decided to engage in the family business becoming the new owner and developing his own branch that is constituted by the made-to-order and made-to-measure products. Even if he chose a different educational background, enrolling at the university of

Padua, he has always been interested and fascinated by his family business given that it was the reality he has been growing into. The company was originally founded by Antonio Rigato and his wife, who today is retired, while Antonio is remaining a fundamental stone in the company.

Wladi is aspiring at combining his technical and engineering knowledges into the footwear business to introduce new technologically related processes, such as the three-dimensional printing to modernise company's procedures.

Tailored products

Orthopedic and non-orthopedic footwear

Specific niches in B2C

Long-term relationships with B2B customers

Family business
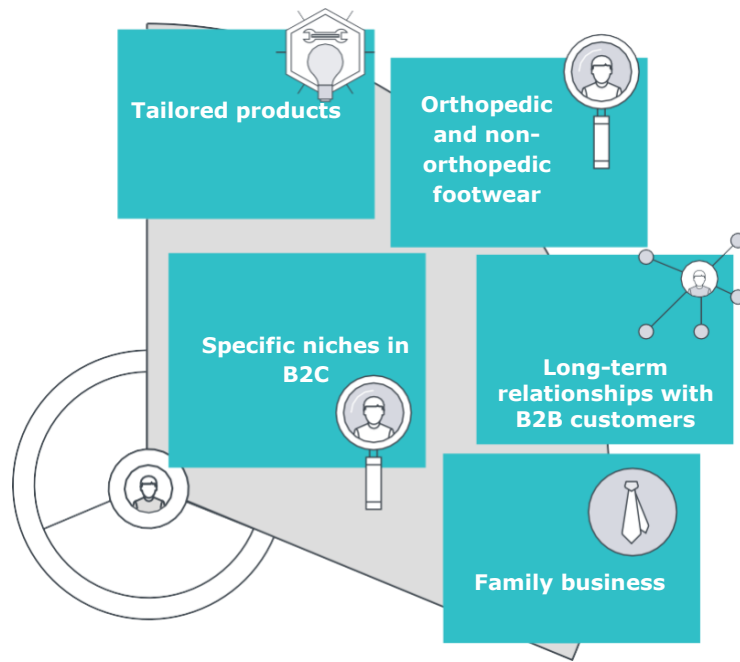
Development building blocks

Story

The factory was born in 1980 as a laboratory for the production of orthopaedic shoes; the founder is Antonio Rigato, who is the father of Wladi, he wanted to provide a precious support for people with feet disorders. In this field it is very important to provide high-quality shoes giver the strict requirements provided by orthopaedic shops; the outstanding characteristic on which the company is based, is still nowadays, the desire to improve people lives by providing good-looking products to people who are used to buy awkward and ugly shoes. This is the main reason for which they started to be known.

The business started by entailing relationships with orthopaedic shops that were supplying to the laboratory specifications that artisans were following to create the products. After approximately thirty years, Mr. Wladi decided exploit his engineering competencies and started to lead the family business keeping always in mind the need to put as prerogative innovation. More than this Wladi decided to start a new related business, by starting to operate also in the made-to-measure and made-to-order fields that, in recent years, are becoming more requested by entrepreneurs and high-income people. Up to today the latter business provides 5% of the company's revenues, the remaining 95% is related to the core business of the orthopaedic field. Taking a snapshot of the company today we detect four main players, Mr. Antonio, Mr. Wladi himself and two historical employees.

Visual elements

The company logo was created by Wladi himself who decided to insert his name initials. i.e. WR, in a stylized way into a black background. As it can been seen the logo is very simple and linear, this is of course based on a practical necessity, that is that of physically imprinting it into all the shoes that are produced. When imprinted on the shoes it results elegant, in line with the product's design and appealing. He has registered the logo a couple of years ago.

Made in Italy as value adding element

Family tradition at the core of the business

Both B2B and B2C channels

Strong competition in the industry

Leverage of engineering knowledge

Made-to-order and made-to-measure

Registered logo

Name's initials as visual element

WR
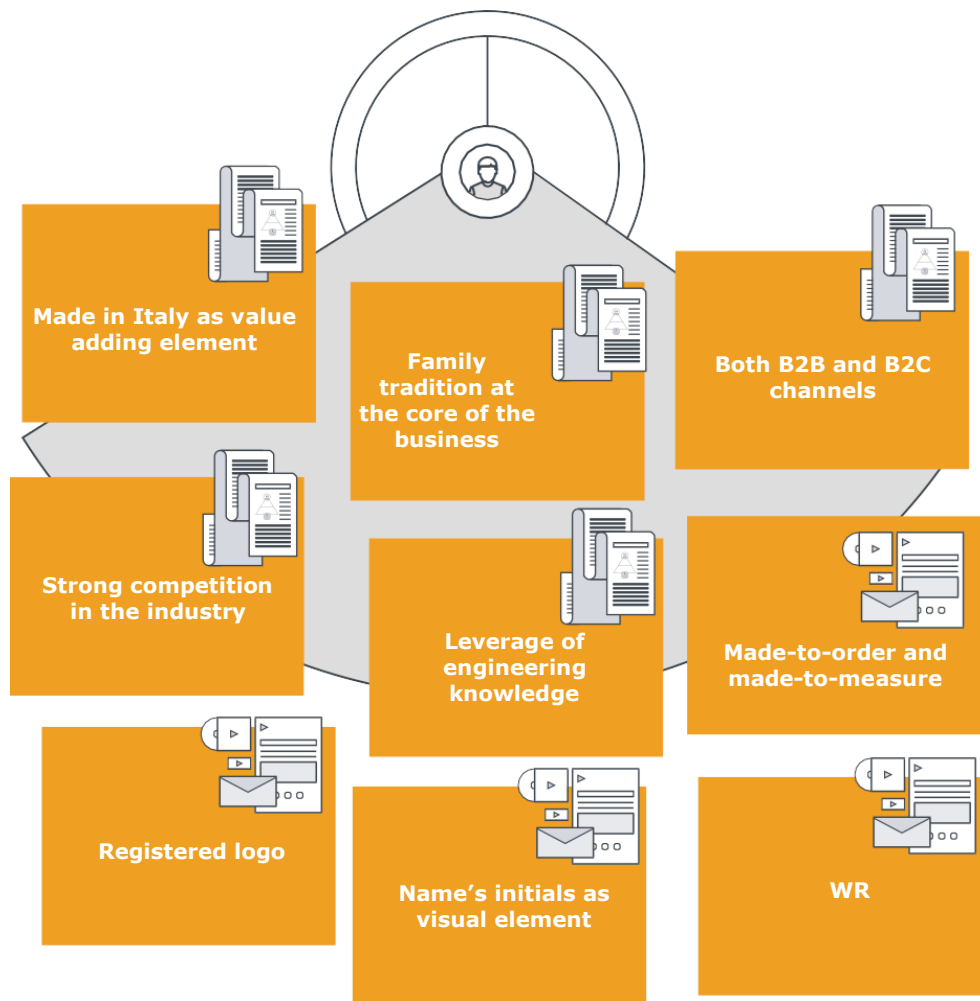
Implementation building blocks

Internal branding

Wladi Rigato believes in the concept of **beauty** and **appealing design**, especially for the products lying into the B2B business. Wladi's way of acting combines **tradition** and **craftsmanship** with technological **innovation** used to keep up with the dynamic world in which we are living.

When referring to the B2C, the owner works very hard to create long-lasting relationships with clients based on **trust** and **reliability** of products. Last but not least, the most important value characterizing the company is **passion** that represents the driving force moving the owner, the founder and the employees.

Communication

This topic represents the Achille's heel of the company, given that they only rely on the word of mouth to expand their network of contacts. Being an historical milestone in the area allows them to maintain the already developed long-lasting and stable relationships with the orthopaedic shops that may be eroded in the moment in which new players enter the industry. For the made-to-order and made-to-measure, it is not enough to rely on informal channels of communications, so it becomes clear that if the owner wants to gain new clients, he has to develop a more structured communication strategy. The company however is present on the web through its website, facebook, Instagram and Linkedin platforms.

Channel strategy

What the company is trying to develop is a solid informal agreement with local tailors that will propose to their clients Rigatos' products: Wladi however imposes the prices to ensure consistency in his supplies.

As already mentioned for the B2C, things are more stable and well run; it has to be considered that in the future steps in this direction will be required too.
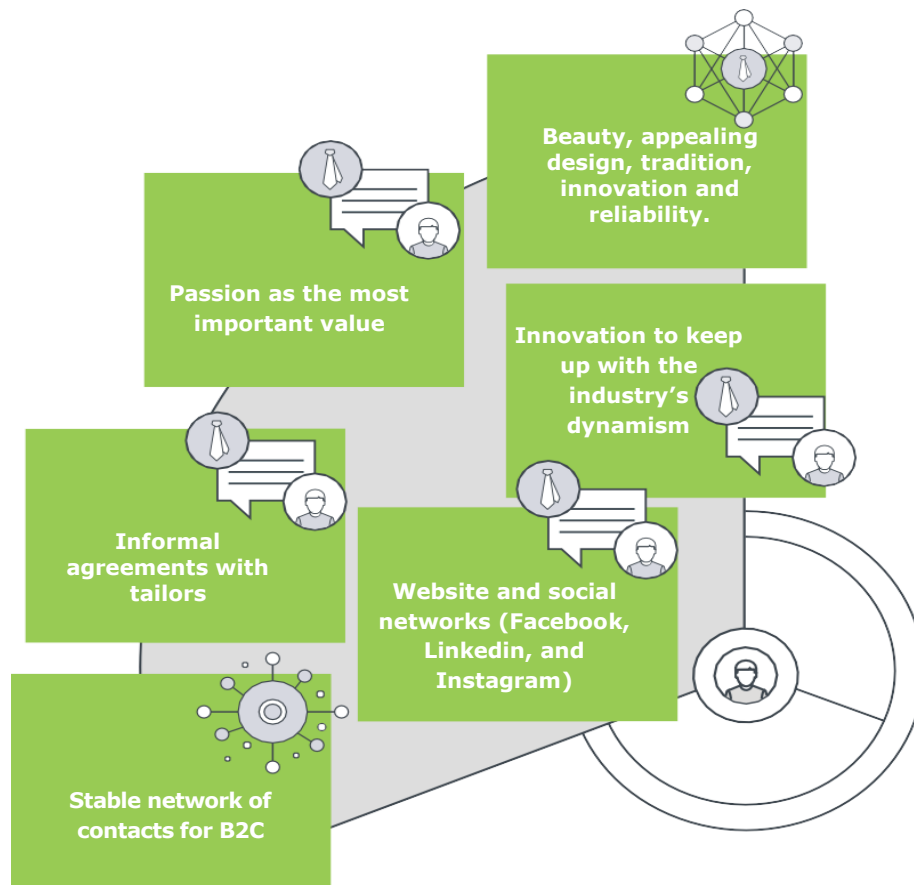
Validation and evaluation building block

As Wladi Rigato offers not only shoes, but history, passion and quality, company's relationships with customers are direct and stable for B2C.

Brand validation is ensured by the process that leads to the production of orthopaedic items, given that they are based on strict specifications, provided by professionals, to which the company must comply.

For the made-to-order and made-to-measure, Wladi is trying to validate its supplies by directly interacting with clients, trying to understand problems and strengths related to them. The process, however, is very recent and for this reason still informal.
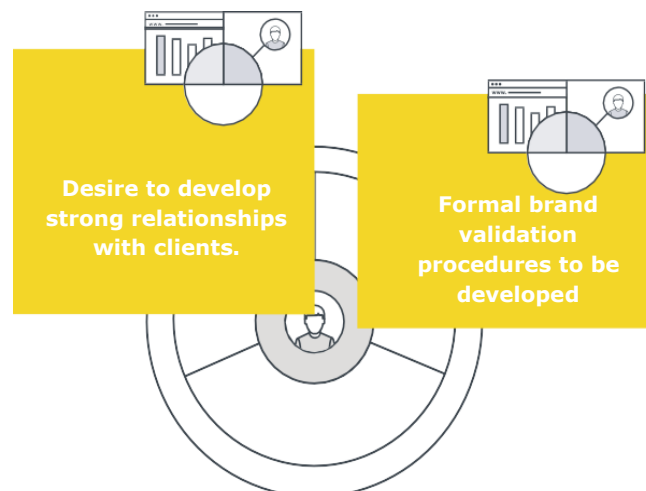
Practical Case:

IDConference

WP 3.1.2 - Interview

Idea, mission and vision

IDConference is a Slovenian Limited Liability Company expert in managing participants' registrations and presences at conferences and large events. What they provide is a solution that enables customers to create their own event page, registration forms, agendas, permissions and online payments; moreover with IDConference it is possible to print personalized badges allowing fast barcode-based check-ins, to track in real time attendance trends and, last but not least, to report and analyse collected data.

Their mission can be summarized in the tagline "We create a new conference experience" given the fact that they offer these solutions to make their clients able to just take care of their guests, while IDC takes the responsibility of keeping track of all the above mentioned aspects. As they keep saying, this is life changing for event managers who usually do not have the right attentions to dedicate to their guests because they are too focussed on complying to organizational requirements. When thinking about the future the company wants to continue this line, i.e. create unique conference experiences, providing always improved and evolved services. More that this IDConference sees good opportunities to expand the business in new industries, given the large range of possible implementations related to the product that is based on the integration of various software tools that provide a high level of tailoring; some examples of future applications are related to the fields of smart places, logistics, transportations and security in airports or places with large influxes of people.
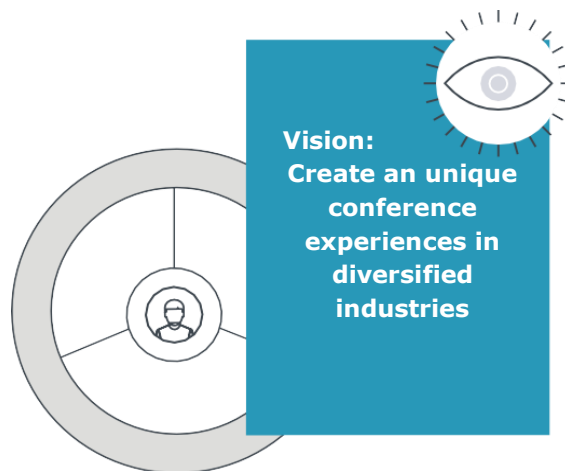
Vision:
Create an unique conference experiences in diversified industries

Industry and competitors

The company operates in the field of event organization. In recent years thanks to the business expansion and the continuous development of technology, the company is increasingly enlarging its fields of operations. This is the reason why in the future they foreseen to approach new industries such as the one related to smart places, logistics, transportations and security in airports or places with large people influxes.

More than this the field of event's organization is in constant development underling important implications such as the increased complexity of agendas asking for participants' management improvements; given the dynamicity characterizing the company, it has to be underlined that, these specific challenges has already been tackled with a large number of expensive technologies, which has now become more accessible along with the use of tracking tools such as the quick digital registration at the entrances, an overview of the participants in real time, management and connection of various halls and rooms such as gala dinners, receptions, etc., measurement of times spent by participants in given spaces and reliable and detailed reports on individual participants.

More than this the company is able to differentiate itself from competitors given their ability to adopt an holistic approach, enabling them to fully understand the market requirements and actively satisfying them; the second competitive advantage the company is sustaining, is based on the adoption of RFID technology, something that competitors clearly do no use. The practical results flowing from the competitive advantages are: the absence of queues, seen that as events' participants pass through doors they are automatically registered, the fact that everything is digitalized, avoiding the usage of paper lists, the efficiency of managing all the aspects of the organization of an event (from the beginning to the end of the day) using an unique solution and, last but not least, the adoption of a cloud that is always available in real time.

Worldwide there are only three players in such industry, that represent company's competitors, but none of them offer also the control on the physical passage of participants.

Customers

The trademark primarily addresses direct buyers, event organizers who want their event in general, and registration of guests specifically, to took place quickly, easily and efficiently. Slovenia is not the main market for the company's solution that is why they are trying to approach global customers: practically speaking it can be said that the discussions with potential strategic partners in American and European markets have already begun. Trying to identify more deeply company's clients we can list event organizers, advertising agencies, companies whose primary activity is the organization of events, and congress centres.

Dealing with event organizers these are specialized companies that organize events for other companies. Large part of these are companies that technically take care of the appearance of the event. They do not deal with content and they rarely think about the management of participants. This is the main reason for which they adopt IDConference.

Intermediaries and advertising (marketing) agencies are those that help a known client to carry out an event. Most major companies have an advertising agency that helps them to manage their overall image and their reputation on the market. In the case of events, often this part is left to the agencies that already have their own departments for organizing bellow

the line adv (BTL), but often it is not sufficiently prepared and does not have enough technical tools.

Lastly, we have congress centres and hotels; they represent great providers of space rentals that are made available for events; of course, these centres are suitable partners for IDConference. In Slovenia, hotels do not think in this way, and according to their words, they are not open to offer additional services to borrowers.

Myself

IDconference is a young organization founded in 2017 that now is managed by three men: Jurij Triller, the actual CEO of the company, Tomaž Jurič, the Chief Technology Officer and Blaž Lanišek, the RFID expert. These three personalities contribute in different ways to the growth of the company given their complementary distinctive capabilities. Juri Triller has more than 10 years of experience in participant management, in the years he has been able to accumulate an unique "know-how" that enables him to find the perfect solution for every event. The CTO, Tomaž Jurič, is the leader of the developers of the participant management solution and for this reason his skills can be leveraged to create a customized product that will suit the requirements needed in every type of event. Finally, there is an RFID expert, Blaž Lanišek, who is an engineer able to ensure safety in data collection and storage to deliver final customers the proper security level needed to manage events' related data.

It becomes clear that the team composition is strongly heterogeneous, and this is one of the principal reasons for which the company is perceived as unique and efficient: combining different backgrounds and knowledge enriches the business with a holistic approach that, as already mentioned, differentiates the company.
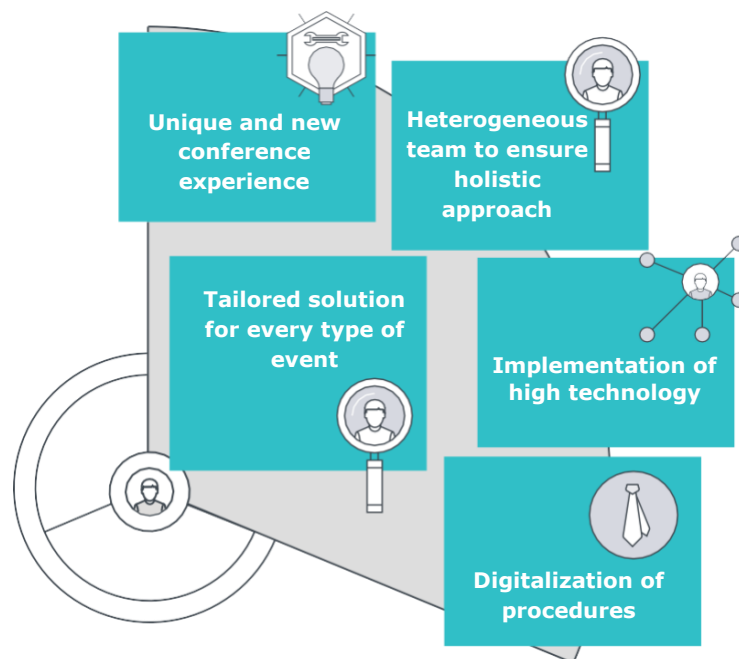
Development building blocks

Story

IDConference offers event organizers not only an easy way to register participants, but also a way to analyse data in order to understand where and how much time every participant spends in a single event. The principal thing is that technology does most of the administrative work enabling event organizers to dedicate their entire time to guests creating unique and efficient events. Furtherly IDC's adopters can harvest important information, once the events are concluded, by analysing and reading all the data collected during the events. It becomes clear that the reason for which the company has been founded is related to the desire to deliver a unique experience to adopters.

These time and budget cutting solutions will take attendee management to a new level: the events will be much more pleasant to attendees and much easier to manage for organizers. In few words we can say that IDConference is a reliable partner for all who organize events and strive for efficiency.

Visual elements

Company's logo is composed by an octopus and the word IDConference. ID indicates company's main activity: identification coupled with the English word "conference". The trademark immediately delivers the concept that the product allows adopters to identify participants. The animal, on the other hand, has been chosen on the basis of its characteristics, logic connections and associations, and perceptions evoked by the octopus. The principal considered elements are: *might and sovereignty*, usually represented by powerful muscles in hunters, *autonomy* and *responsibility* for their own success, *velocity* given that it is extremely fast and skilful as hunter, *intelligence*, *versatility* and *flexibility* given its capacity to change colour, *connectivity* seen that in the meaning and general conviction the octopus can receive several things simultaneously and, in this case it represent a parallelism to the ability to "pull together" managers. More than this one other discriminant is the animal's *effectiveness in hunting* thanks to its good reflexes and keen eyesight.
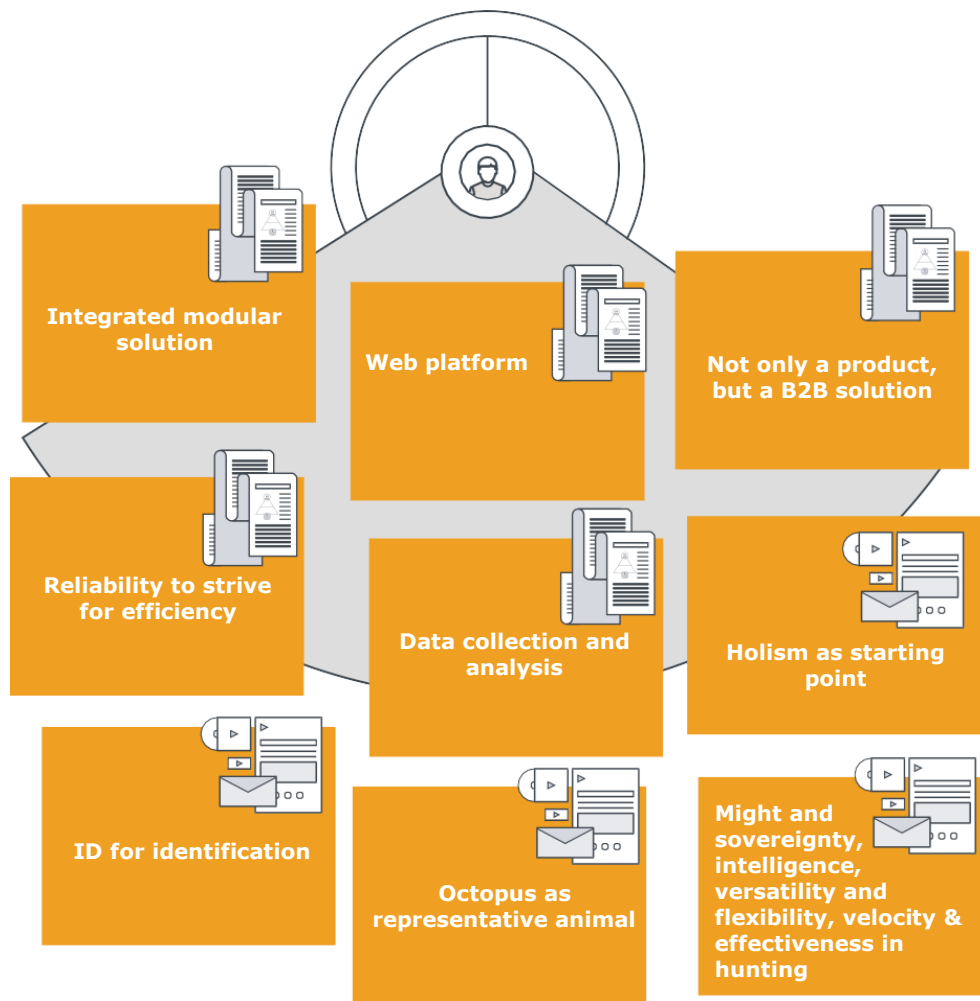
Implementation building blocks

Internal branding

IDConference company is based on heterogeneous teams that for this reason are characterized by a high level of **versatility** thanks to which they can face every kind of challenge related to event management. As entailed by their logo, the company bases its activities on **connectivity** considered as a real and true distinctive aspect of their solutions, more than this they strongly believe on the quality of the **management** that is present in the company that ensures a capillary **review** of all the actions undertaken inside the company. The last two values moving the company are **efficiency** and **reliability;** the former is present everywhere in the IDConference's website and is also one of the basic principles on which the supplied solutions are built; when dealing with reliability on the other hand one refers to the most outstanding element characterizing the IDConference. In orther to furtherly underline the importance given to these last two values it has to be made clear that the company strongly believes that "If you can measure it you can improve it".

Communication

Sales channels will first be traditional and then digitalized through websites: This means that at the beginning, most of the sales will be based on a personal search for potential buyers by founders and vendors. In the future, the intention is to sell most of the solutions via the online store located in the website, hence, the main marketing channel will certainly be online. The way to improve company's visibility online is through blogs, webmasters, social networks, movies on youtube, SEO (Search Engine Optimization) of websites. An integrated approach to customers depends on how the entire IDConference service is developed. It will be necessary to decide between two development options: A stand-alone approach to the development of all applications and tools and, consequently, the independent marketing of the integrated service.

Channel strategy

In addition to their direct channel (their own website), two approaches are possible: the first entails entering several foreign markets simultaneously; in this case, big financial contributions are required and more than this the inclusion in one of the Accelerators and a possible migration to the US, where there is a large market for business events management, are desirable. In this case, it is essential to understand that entering an accelerator means being open to a co-ownership. More than this to enter into foreign markets means having already developed and marketed the key essential technical tools and this could represent an issue. In this case however the sales approach would be as described above in the previous paragraph keeping in mind that markets will open gradually.
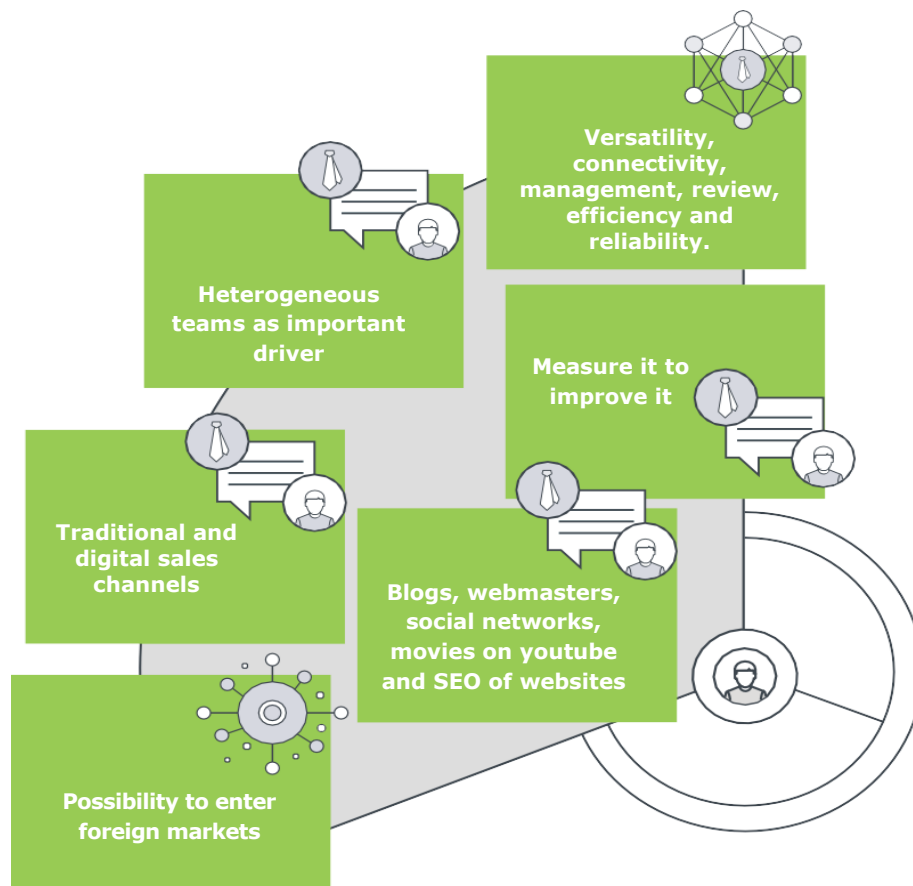
Validation and evaluation building block

The brand IDConference is continuously evolving thanks to the experience of the founders in organizing events. We can therefore claim that IDConference is developing closely also thanks to the relationship with its subscribers. In the past, the company has received few investments by different contributors, which are used for the future development and penetration into the global market. Once IDConference has received funds by ABC accelerator, it has been involved in organizing more than 120 events with a total of more than 50,000 participants. In the words of Juri Triller, the CEO, it is crucial to remain open to the business environment always grasping market's needs to increase their level of responsiveness.

INNO tools
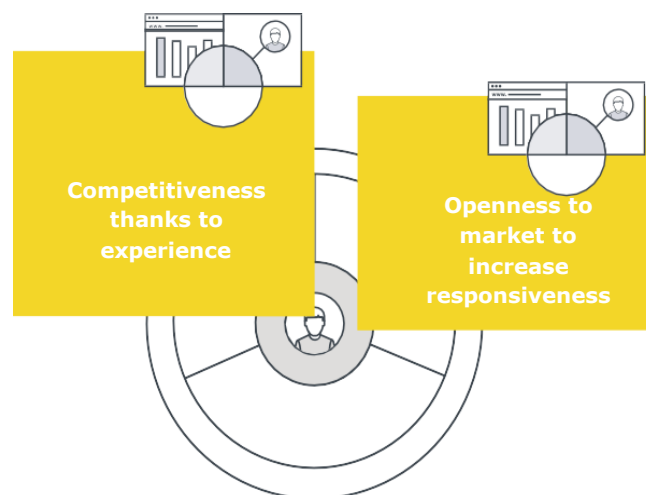
Practical Case:

EXPIN

WP 3.1.2 - Interview

EXPIN Idea, Mission and Vision

EXPIN is born in 2010 as a spin-off of the University of Padua. Initially featured as an innovative start-up, it has now become an innovative SME. The field in which the company operates is related to the development, application and management of structural systems, monitoring and implementation of advanced behavioral models, support of civil engineering (strategic and relevant buildings, infrastructures, housing and production) and restoration (historic buildings and artefacts).

The attention to the research and development has a central role in the company: indeed, on the one hand EXPIN, through its business model, manages to promote the transfer of technology from the university to professional practice and, so, to business customers, and, on the other hand, the R&D is fundamental to stay competitive in the market.

The founder of EXPIN, Filippo Casarin, noticed a gap in the market between the companies responsible of verifications like professionals, engineers and architects and companies who collect and analyze data and he perceived a lack of professional competences and innovation. For this reason, considering the great responsibilities of this field of controlling and engineering, he felt the need to make available his competences from his academic background to the market.

Indeed, the mission of EXPIN is to be pragmatic and to transfer practicable practices and technologies to improve some practices that are lacking in the market. The objective of company is to do something of quality that increases the level of professionalism in the sector that often is not professional, providing a different and more competent solution.

For the future, EXPIN would create a network led by quality in the field of restoration in order to give more credibility to the sector and to the operations of the companies, creating something of relevance in a social way and not only in the economic ones.

Vision:
Create an international network led by quality in the field of the restoration
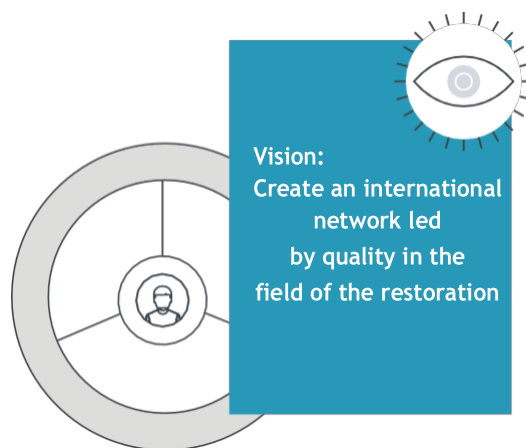
Industry and Competitors

In recent years, the industry of structural diagnostic has increased its reputation in the institutions; in particular the role of the companies in this field is fundamental for the collection of data for the Italian legislation. So, this industry has a great responsibility for people and the government.
The market in Italy is very competitive since the most important customer for the companies of this industry is the public institution. The players in the public are numerous and the procedures are complicated, so the industry is very problematic. EXPIN started to turn to foreign countries like France, where the competition is less and there are more opportunities to grow. Indeed, the main objective of EXPIN for the future is to become more internationalized and conquer new markets.
In this competition intensive industry, EXPIN is trying to differentiate itself from other players thanks to the intuition to fill the gap and thanks to a more complete offering: the diagnostic activity and the collection, elaboration and analysis of data in a professional way.

Customers

The main customer segment served by EXPIN is the public institution, but also the B2B sector, in particular it provides a service to companies which work for a public authority or a large industry, for example Ferrovie Italiane, airports, municipalities. The small private companies segment is very marginal. Another important customer of company is the religious entities, indeed, the company manage structural diagnostics systems, monitoring and implementation of advanced behavioral models in the restoration of historical monuments like churches and religious building.

Myself

EXPIN was born as a spin-off from University of Padua and it was created by Filippo Casarin, graduated in Building Engineering at University of Padua in 2001 and PhD at the University of Trento in 2006 and the professor Maria Rosa Valluzzi, associate of restoration at University of Padua in the Cultural Heritage Department. After his know how and experience at University, the founder, Filippo Casarin, decided to leave the university and to create his spin-off.
His academic experience was fundamental for the success of company and for the identity that it assumed in its 9 years. EXPIN had a great development in the last years and also the team is increasing, indeed nowadays the company is characterized by 5 employees with an engineer background and it is searching for others with different competences and experiences.

expin
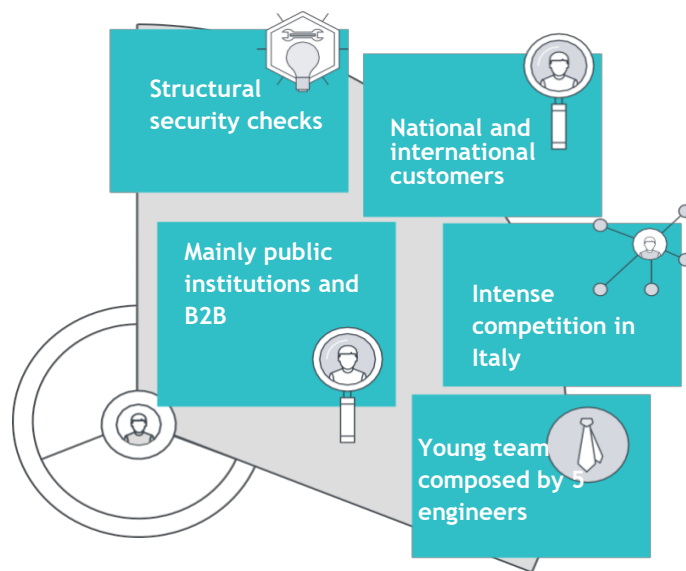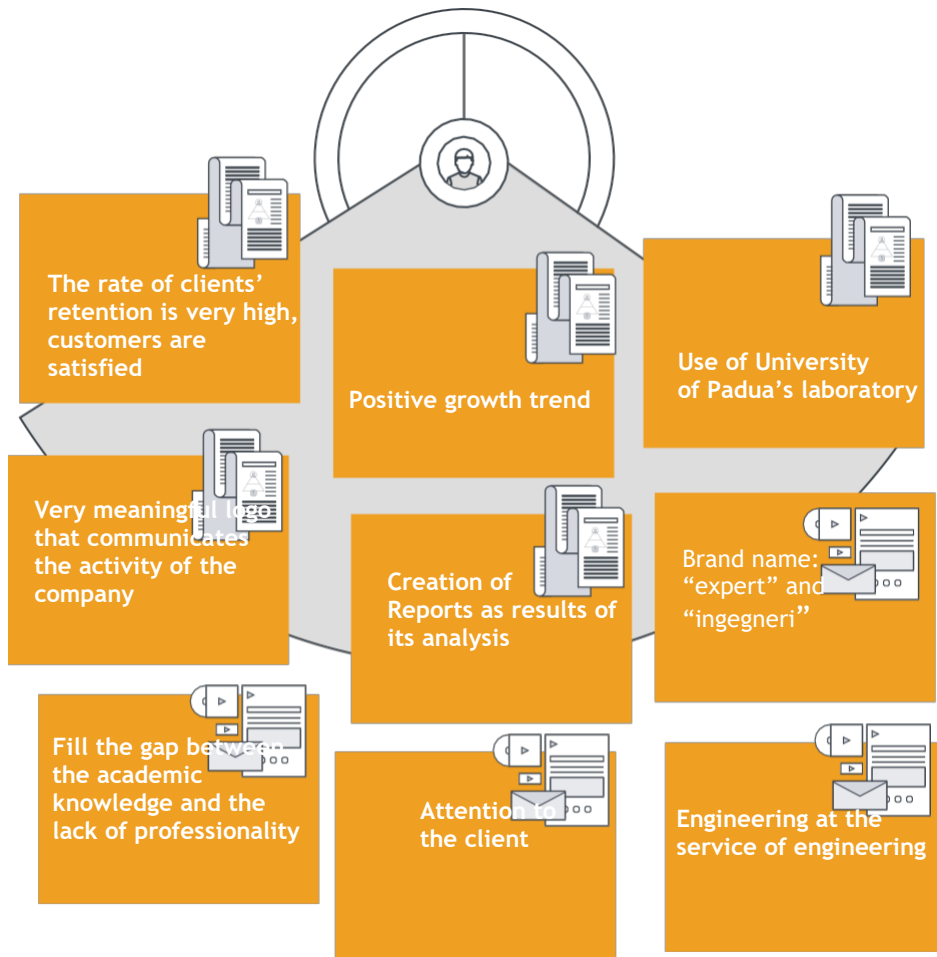
Development building blocks

Story

The founder was upset about the level of quality of the industry and, above all, he recognized the poor understanding of the final consumer for the quality of jobs. This allows not so competent people to work, worsening the position of the real professionals. He founded the start-up with the aim of bringing the professional education of the university at disposal of the companies. He founded the company in collaboration with the University of Padua in 2010, but he had the chance to work with an incubator for 5 years. During this period of time, he had the possibility to keep in contact with companies and institutions to create synergies. In addition, he participated in a start-up competition in Milan.

Now EXPIN becomes a consolidated company, working on dozens of projects per year. The duration of a project is on average of 2/3 months, it begins usually with an invitation to tender and it finishes with the creation of a report of date derived from the monitoring and analysis. The time between the acquisition and the delivery of the solution though a report lasts 10/15 days. This is the reason why the profitability of the company is highly reliant on this turnover. Nowadays the company uses external laboratories for the research and analysis of instruments. But in the future, the company is planning to create a scientific laboratory, if the industry will continue to increase in volume and demand.

Visual elements

The brand name EXPIN is a merge of the word "expert" and "ingegneri", the Italian word for engineers. Company logo is composed by three lines of bricks, one of which is falling and it represents a structural problem that the company aims at solving, so it is explanatory of the business of EXPIN. It can be seen also as a falling keystone, and it mixes sobel colours like grey and "University of Padua" pompeii style red. It is very simple because it has to represent the sobriety and the intellectual honesty of company.

The rate of clients' retention is very high, customers are satisfied

Positive growth trend

Use of University of Padua's laboratory

Very meaningful logo that communicates the activity of the company

Creation of Reports as results of its analysis

Brand name: "expert" and "ingegneri"

Fill the gap between the academic knowledge and the lack of professionality

Attention to the client

Engineering at the service of engineering

Internal branding

EXPIN has some distinctive values that differentiate it from other competitors: quality, competences, scientific approach, intellectual honesty, attention to the customer and active listening to their needs. It is clear that the approach of resources in the EXPIN job is marked by humility and respect. The values characterizing the founders are transmitted to the other people, in order to maintain the high quality level and good reputation they have built in the time.
These values are clear also from the high skilled of human resources: they come from university and they have engineer profile.

Communication

A very important communication instrument for EXPIN is the logo of University of Padua that is used because the company was born as a spin-off. It increases the reputation of EXPIN and it gives more value to the company and to the image to customers. The research activity conducted by the founder is very important and it is a communication channel because through the publications in specialized magazines, scientific articles and professional activities or lectures EXPIN can make itself known and increase its brand awareness. This choice can be seen also as a commercial strategy to acquire new clients.

Channel strategy

EXPIN adopts two main channels to conquer the customers: the website and the word of mouth. The website is an efficient tool of communication because the company can show the potential clients its portfolio of projects, highlight its values and its best features. Whereas, the word of mouth has proven to be very effective both to have a feedback from the actual clients and to acquire new potential ones. So far, the commercial activity has been realized only by the founder because the customer has particular needs and characteristics so it's fundamental that the commercial resources have specific capacities and attitudes.
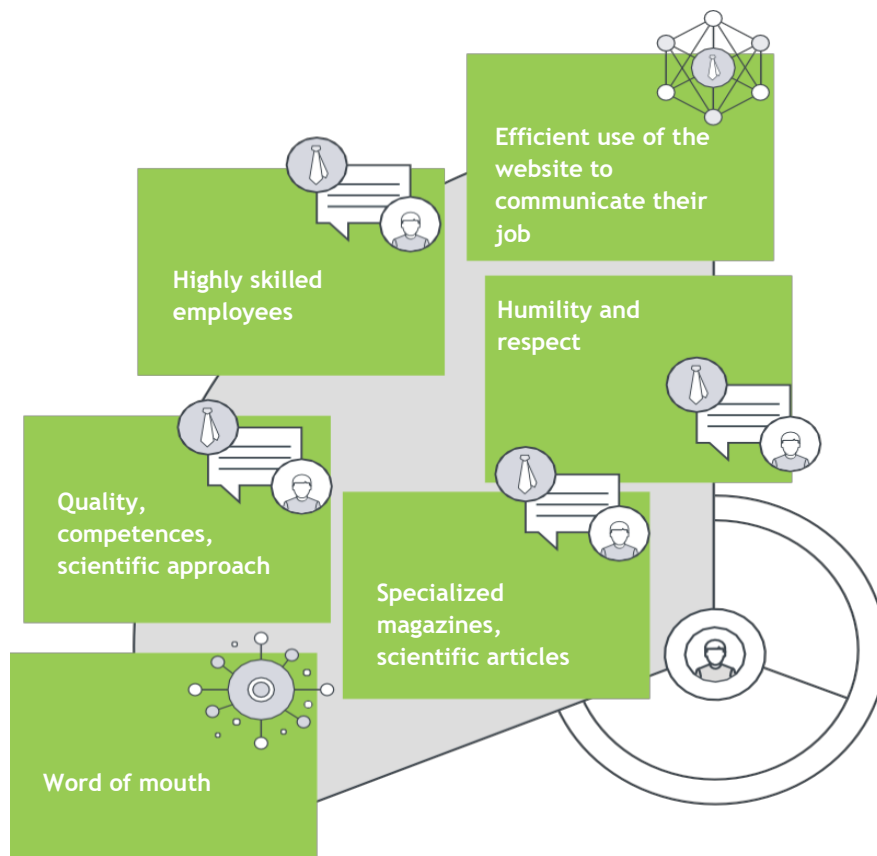
Validation and evaluation building block

Thanks to the growth that has been perceived in these years and the increasing number of projects, the owner believes that his clients were satisfied and will continue the word-of-mouth activity. Now customers search directly EXPIN, and this is a positive factor and an indicator of its high reputation. Although competition is very intense, particularly in Italy, EXPIN was able to stand out among other players and demonstrate the quality of its work through respect, honesty and professionalism.

INNO tools
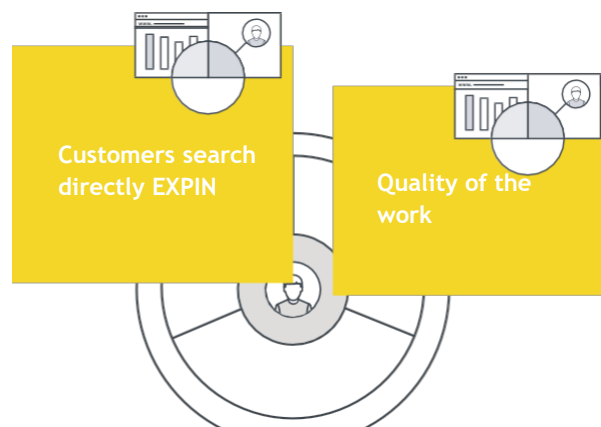
Practical Case:
GPM Automation

WP 3.1.2 - Interview

GPM Automation

Idea, Mission and Vision

GMP Automation was founded in Breda di Piave in early 2018 by Alessandro Grando and his partner.
From the very beginning, the company focused on the know-how. The company developed the know-how for producing robotic automation machines for processing the glass. in only one year the company has experienced a strong growth thanks to a vast national and international contact network. The company is the continuation in the sector of a previous Austrian multinational company. The company is characterized by the customization of projects and by the innovative solutions in the automation sector.

Today the company counts 10 employees, and it also collaborates with several partners.

This particular automation sector is extremely weak not only in Italy, but worldwide: GPM Automation is one of the few enterprises that proposes new solutions for the automation robotics.

GPM Automation vision is to increase the service for the client, in particular the customized service.
GPM Automation is one of the first enterprises that offers customized solutions in the sector of robotics and automation robotics.

The aim of the company is to obtain highly efficient machines that will help the client to reduce its cost of the staff.

Vision: to increase the service for the client, in particular the customized service
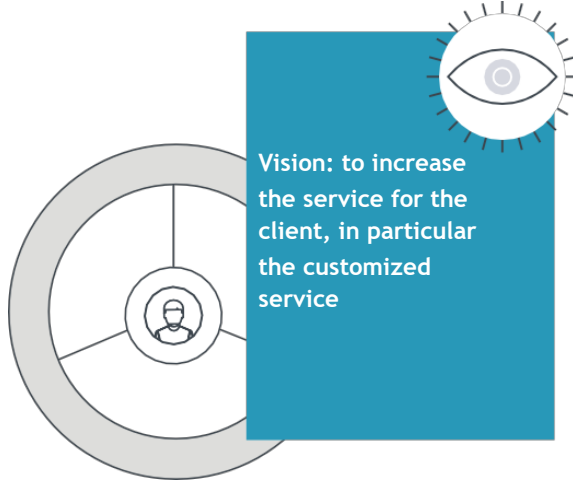
GPM automation Contextual building blocks

Industry and Competitors

The industry in which GPM Automation operates it is a new developing industry which in the last years is slowing increasing. Nowadays always more enterprises need to reduce the cost of their staff cost, especially for those actions that don't add an extra value to the product. In response to this need GPM Automation began to introduce automation machines in the glass production sector and is widely starting to touch also other sectors. As competitors in the past there were few enterprises that tried to start a business in this sector but failed mostly for the lack of know-how. Nowadays there are few international competitors, but thanks to the increasing developing market there is room for everyone and the existence of competitors is healthy for the market.

Thanks to its customized offer and specific know-how GPM Automation has a big potential of growth in the future.

Customers

At first the company attentively evaluated the industrial sector that might be interested and become potential customers. Then the company focused on a specific sector, the automation robotics for the glass production, and began to get in contact with the wide contact network that Mr. Alessandro Grando already had. Most of GPM Automation customers are old customers of the previous enterprise where Mr. Alessandro Grando and his partner used to work. The customers of this network are both national and international.

Despite that Mr. Alessandro Grando and his partner are always searching for new customers, especially international ones.

GPM Automation has a repetitive relationship with its clients, and for this reason it's really important to have a good relationship with the customer. With some customers there are special partnerships and collaboration.

Myself

Mr. Alessandro Grando used to work at Lisec, an Austrian multinational enterprise specialised in the flat glass processing machinery. His role in the company was in the commercial area. His partner, Mr. Grando, used to work in the same multinational enterprise. In GPM Automation Alessandro Grando and Mr. Grando are taking care of the commercial and the legal area.
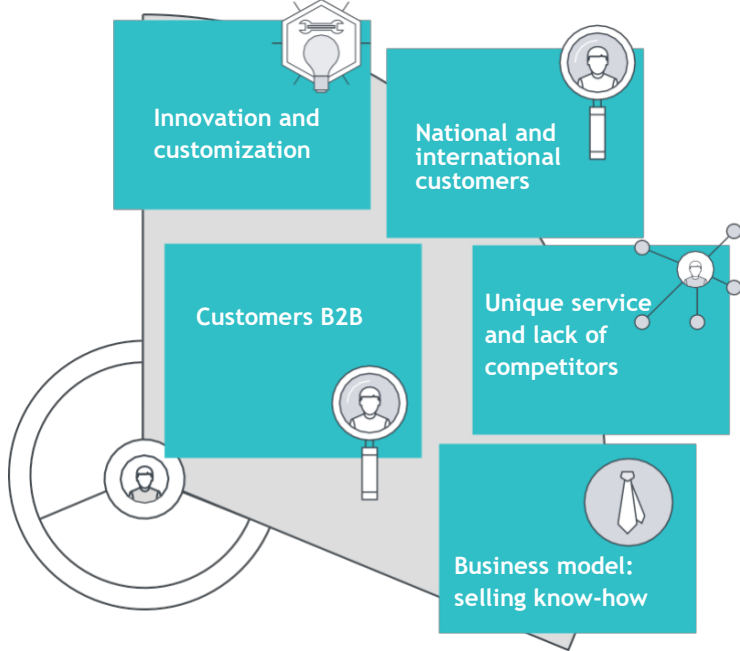
GPM automation Development building blocks

Story

When Lisec closed its activity, the two partners fund that there was the necessity of a new enterprise that produces innovative and customized machines for the sector of the glass production. In march 2018 they officially opened GPM Automation and they began to be operative and to produce machines in July 2018.

Visual elements

The visual elements of GPM Automation are quiet strong: the company's logo reflect its mission. The logo is composed by an utensil in the action of taking three

surmounted glasses. The name of the company GPM Automation is an acronym, GPM means Glass Processing Machines, and they added Automation because is what characterized the company.

Innovation and customization

Aim: obtain highly efficient machines that help the client to reduce its cost

Focus on the security

Specific sector of the glass production

Creation and selling of know-how

National and international customers

Logo: representing the mission of the company

Company's name is an acronym: Glass Processing Machines (GPM) Automation

Customers B2B

Implementation building blocks

Internal branding

Above all, GPM Automation likes to describe itself as a company that pays attention to the security, not only the security of the machines that they produce but also the security of the products that their machines work with.

Communication

Since its birth in 2018 GPM Automation has a good begin and keeps growing, this however has not very much to do with the communication strategies. GPM Automation started with a large network of client thanks to the previous experience in the sector of the two founders. Nowadays the company is focusing on extend their client network also to other sectors.

Channel strategy

One first very important direct channel for GPM Automation is the word of mouth between its clients. The second channel is the website and other professional websites of the sector. The only online platform that GPM Automation actively uses is Linkedin, that offers a direct approach to young and international clients. All the channels are managed by Mr. Grando.

GPM Automation works in a market in which is very tough to do communication. For example, the client will not take the decision to buy a machine just by seeing it on the website: the process of buying needs to be done mostly by visiting the company and in several meeting to analyze the customized project.

Links:
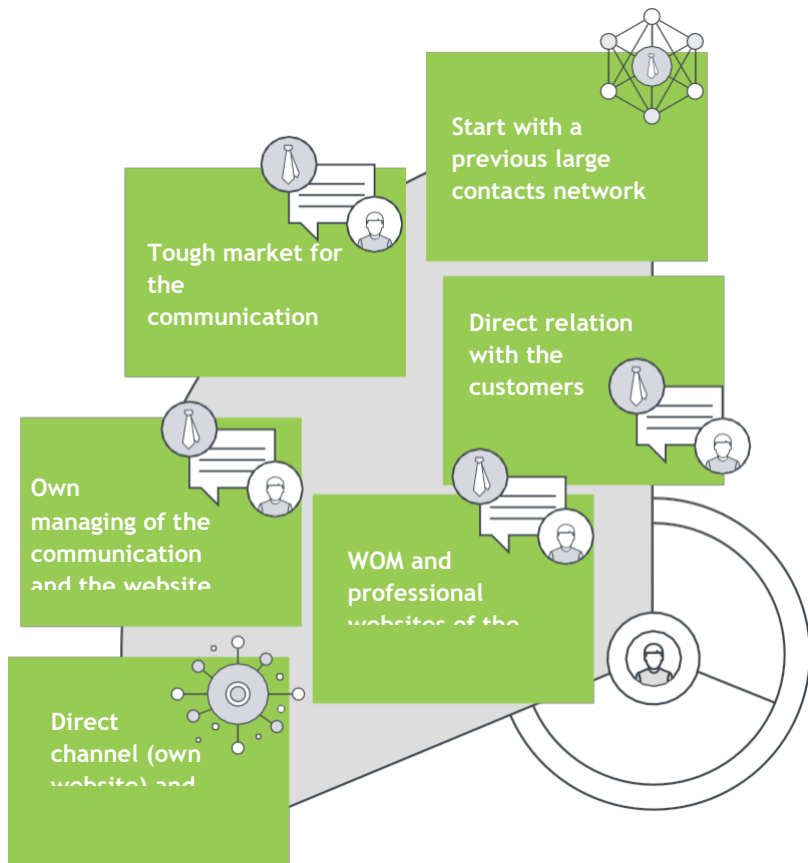
http://www.gpmautomation.com/index.htm

https://it.linkedin.com/company/gpm-automation

Start with a previous large contacts network

Tough market for the communication

Direct relation with the customers

Own managing of the communication and the website

WOM and professional websites of the

Direct channel (own website) and

Validation and evaluation building block

The brand has developed greatly thank to a word of mouth between enterprises of the industrial production sector and thank to the previous large contact network of Mr. Alessandro Grando.
As a matter of facts, one of the most important company's values is the security.

National and international network

Security
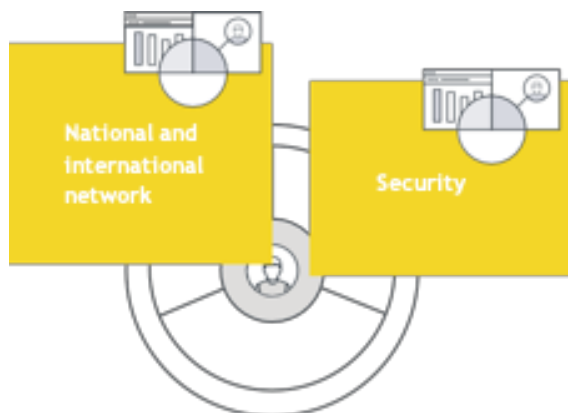
Practical Case:

GreenDecision

WP 3.1.2 - Interview

Idea, mission and vision

GreenDecision (GD) is an innovative start-up founded by a group of researchers from Ca' Foscari University of Venice.

GD's main activities involve the application of decision analytical methodologies, the development and testing of software tools to support complex decision making, and the integration of data and experimental/modelling tools with stakeholder perspectives and needs in the environmental, health and safety areas; in so doing they are able to facilitate stakeholders across industries and regulatory agencies in taking informed decisions and in performing cost-effective risk assessments.

The company's mission is to transfer the knowledge and experience, that have been generated and collected by the founders in over a decade of research, to the private sector and European consortia.

More than this what can be stated is that GreenDecision, founded in 2015, is still young entailing the need to furtherly enlarge the business and the clients' portfolio, while imposing their image in the market; for this reason it could be difficult to define a true vision, meaning how GD sees itself in five to ten years. However, its staples will be related to the desire of facilitating and supporting clients in taking informed decisions towards more sustainable processed, products and services.

Vision:

Support clients to facilitate them in taking supported decisions towards sustainability.
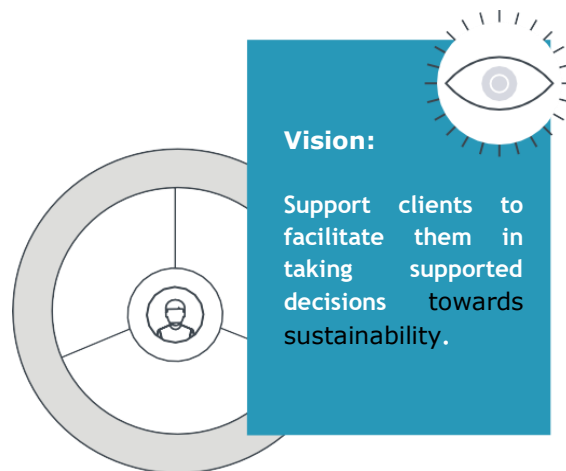
Contextual building blocks

Industry and competitors

In the industry in which GreenDecision is operating, according to one of the founders, Dr. Pizzol Lisa, there are few competitors, especially for what regards the DSS (Decision Support Systems) development given that on the global scale only three or four players can be identified; it has to be underlined however, that the market for these tools is still small given the fact that generally DSS are developed internally by companies to assist employees and, for this reason, they are not easily commercialized; DSSs can be defined as niche products.

When looking at the risk-assessments performed in order to evaluate the introduction of new products or technologies in the market, the company works in order to understand if and when the introduction of new products or technologies, could be environmentally sustainable and safe. In Italy there are already established companies that perform these analysis and consultancies, meaning that here the company is playing in a wider market in which a good number of actors can already be counted; as natural consequence in this industry GD faces a higher rate of competition. What at the moment represent a critical resource for them, that can also be seen under the light of the competitive advantage, is represented by the founders' network of contacts that is rich; this resource is something that is not obtainable in short times, that is why the company has to be able to leverage it at its maximum.

Customers

GD offers a flexible consultancy service in the field of sustainability that, given the objectivity and flexibility characterizing their way of operating, can be applied to all the sectors. For this reason, the actual client approaching GreenDecision is embodied by companies operating in the north-east of Italy (this geographical limitation is mainly due to logistic requirements). This means that the average client company's size is ranging from medium to small.

Given that GreenDecision can be defined as an ambitious entity, they are very aware of the typology of clients they want to reach in the near future; they would be constituted by big structured companies that develop innovative products and want to test their environmental impacts and assess their sustainability. These big enterprises ask for GD's services in order to improve the sustainability of their processes, products and services (PPS), and also to assess the risks posed to human health and the environments by their PPSs, and to certify the sustainability of their innovations.

As already mentioned in both cases, GD is not engaging in a specific sector given that their *modus operandi* can be applied to every sector, of course being them particularly specialized in nanotechnologies, companies developing these technologies would be more prone to trust and require their consultancy services.

In order to summarize, in both cases, the current situation and the projected scenario, the company entails Business to Business relationships with its clients, and this is an aspect that characterizes the company so it will not be modified in the future.

Myself

GreenDecision has been founded in 2018 by seven people and one company, among them we identify two university professors and five researchers; the CEO of the company is Dr. Pizzol Lisa who has a PhD in Environmental Science obtained at the University Ca' Foscari of Venice, and after that has continued to gravitate around the University domain to perform researches still related to the Environmental Science. More than this, she is member of SETAC Europe and

has been involved in the preparation of the white paper related to Sustainable Remediation in Italy edited by the Sustainable Remediation Forum (SURF). She has been in UK at the Lancaster University to deepen her knowledge about risk assessment methodologies for the implementation of the REACH regulation (Registration, Evaluation, Authorisation and Restriction of Chemicals). She planned and supported the coordination of the Academic Master REACH (Registration, Evaluation, authorization of Chemicals). She has long experience in the development of European project proposals as well as in the management of approved European projects both as partner and coordinator, including 7FP (Capacity and People), Horizon2020, FSE, Interreg, Erasmus+, etc.). She is now working in the nano(bio) medical sector within the projects REFINE and BIORIMA.

What is peculiar about Dr. Pizzol and her colleagues, is the strong passion that is moving them and the coherence with which they perform their tasks, meaning that the attention to the environmental concerns is not only "on the paper" but is a real and true lifestyle for them. Founders' private lives are characterized by the attention for the environment and the desire to improve the world in which we are living.
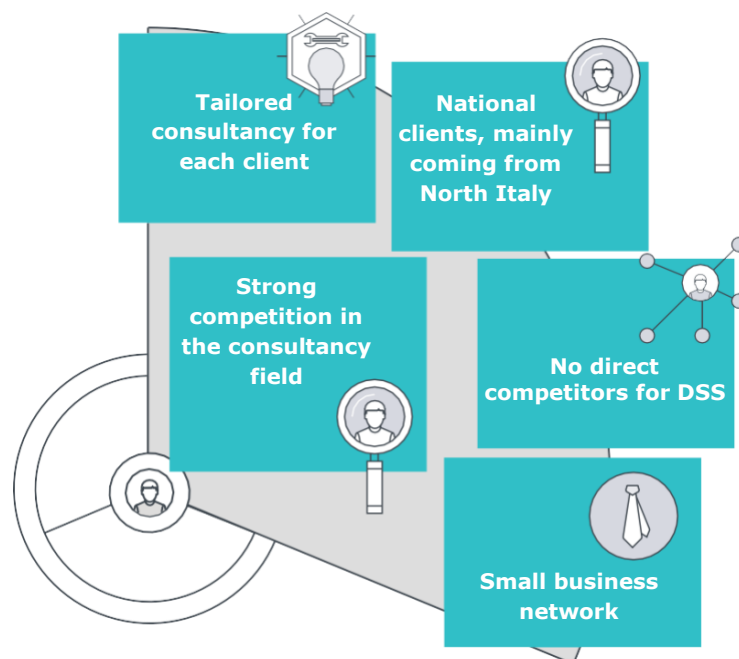
Development building blocks

Story

Green Decision was founded in 2015 by two university professors, fine researchers who had the necessity to start their own business to continue to perform their activities and Fondazione Ca' Foscari. It all started considering that, although their decennial work for the University Ca' Foscari of Venice produced high level results, the opportunity to continue their research activities in the university and to have academic career was not practicable for most of them (this being particularly true for many researchers in Italy). Considering the situation, they decided to develop the spin-off. In parallel to this, they were also very aware of the existing gap, characterizing the Italian Market, between Research activities and market requirements. Very often in fact it happens that what is discovered in laboratories or research centers is not in line with what is required by markets or it happens that innovations are not understood by market players because of their complexity or detachment from practical applications. These were the premises on which the spin-off was created; everything then has been enlarged and has evolved in the final desire to implement a fluid and fast system that actively manages the interaction between GD and client companies.
GD's preferred field of operations is represented by nanomaterial and nanotechnologies; also this aspect is a result of the continuous evolution of the spin-off given that in 2015 they started by approaching in a general and comprehensive way the environmental sustainability topic that later on has been deepened.

Visual elements

The company logo is represented by a tree whose roots are constituted by the letters "GD".
The letters' location is not casual seen that the represented logic is that founders' knowledge and experiences are the basis on which the company is built (the trunk). For what regards the tree's foliage it is the result directly coming from the nutrients obtained through to the roots. The green colour of the foliage represents the GD vision of always providing green and sustainable results for their clients. The underlying metaphor is the following: the company is composed of experience and knowledge that are leveraged to deliver green and sustainable products that than are shared with the society. The overall knowledge flux starts from inside the company, thanks to the experts, and here it is transformed in a product that is then delivered to the outside, where it can be acquired by the client and subsequently by the society as a whole.
More than this the word GreenDecision itself is enriched with symbolic meaning seen that, Green represents sustainability and environment, and Decision as accent on the importance of undertaking the right decisions in terms of environmental choices.

Passion as driving force

Focus on environmental sustainability

Leverage of members' knowledge and experience

Desire to fill the gap between market and research

Few competitors playing in the industry

B2B channels

Tree with GD as roots

Green and Decision as representative words

Deliver to the outside (society) what produced inside the company
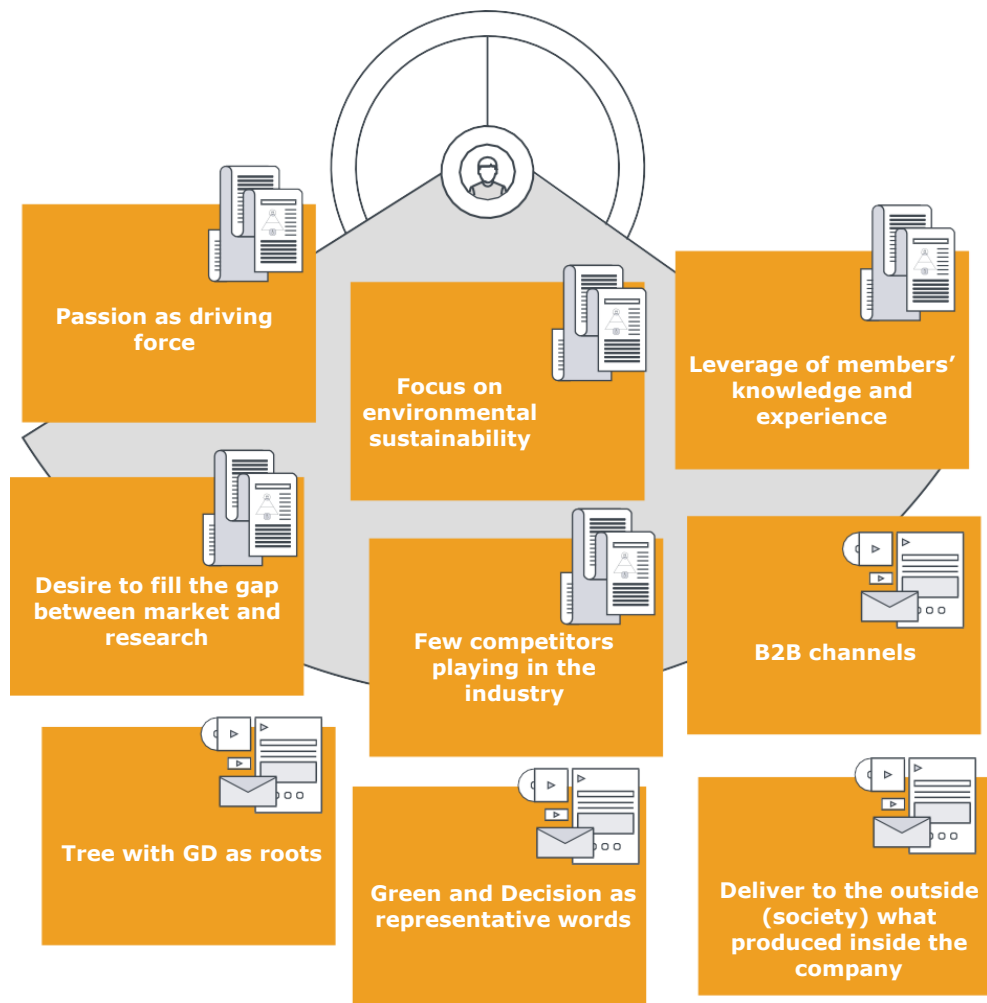
Implementation building blocks

Internal branding

GreenDecision's funders strongly believe in the importance of their research topic, meaning that, when referring to the most important value characterising the company, i.e. **sustainability**, it can be ensured that the researchers do not pay attention to it only in their working context, but also in their personal sphere, meaning that sustainability for them is a real and true lifestyle. Concretely, it means that in their every-day-lives they respect the environment by recycling what can be reinserted in the production cycle. More than this they **support** women offering them a working environment that embraces their principal necessities related to maternity leaves and children requirements. One other fundamental word that recurs in all the company's activities is "**environment**" that is at the basis of the company's focus. More than this what they strongly believe in is represented by **ethics** and **scientific rigor**. For the latter it is pointed out that it can be furtherly decomposed in terms of **objectivity**, **impartiality**, **transparency** and **traceability**. The scientific rigor applied by the company, is of course the natural outcome coming from the founders' backgrounds.

Communication

The company is very aware of its limitations in terms of communication and marketing, they derive of course form the youth of the company, established in 2015, that did not have the time to deeply define its identity and marketing strategies. This is their weakness, but being very aware of it, enables them to actively search solutions. This is why, in few months they will add a member to their team and this person will be entirely dedicated to the definition and improvement of the communication channels. The company however already has its own website and Linkedin and Facebook profiles, but they have to be improved in the near future in order to clearly present to potential customers their portfolio of offered products and solutions.

Channel strategy

In addition to their direct channels, i.e. website and social networks, GreenDecision is actively publishing scientific papers in the major scientific journals. This initiative is particularly interesting given that it is a way in which the company can attract customers. In fact, when a scientific article is published it entails both the name of the researcher who has written the article and the name of the company. Dr. Pizzol states that up to today no clients got in touch with them thanks to the scientific publications, but this can be explained by the fact that they have started to publish since 2017 so few years has passed. What up to today they have observed is that, having published scientific contributions, give them additional authority on clients' perspective. More than this the company organizes conferences and courses mainly on nanomaterials and nanotechnologies.

Up to today the primary source from which the company get clients is the founders' personal networks of contacts that is the most direct and effective way through which the company is able to be present in the market.

Sustainability as the most important value

Deliver clients a complete experience

Support, environment, ethics and scientific rigor

Website and social networks (Facebook & Linkedin)

Publications on scientific journals

Business network's as most important channel
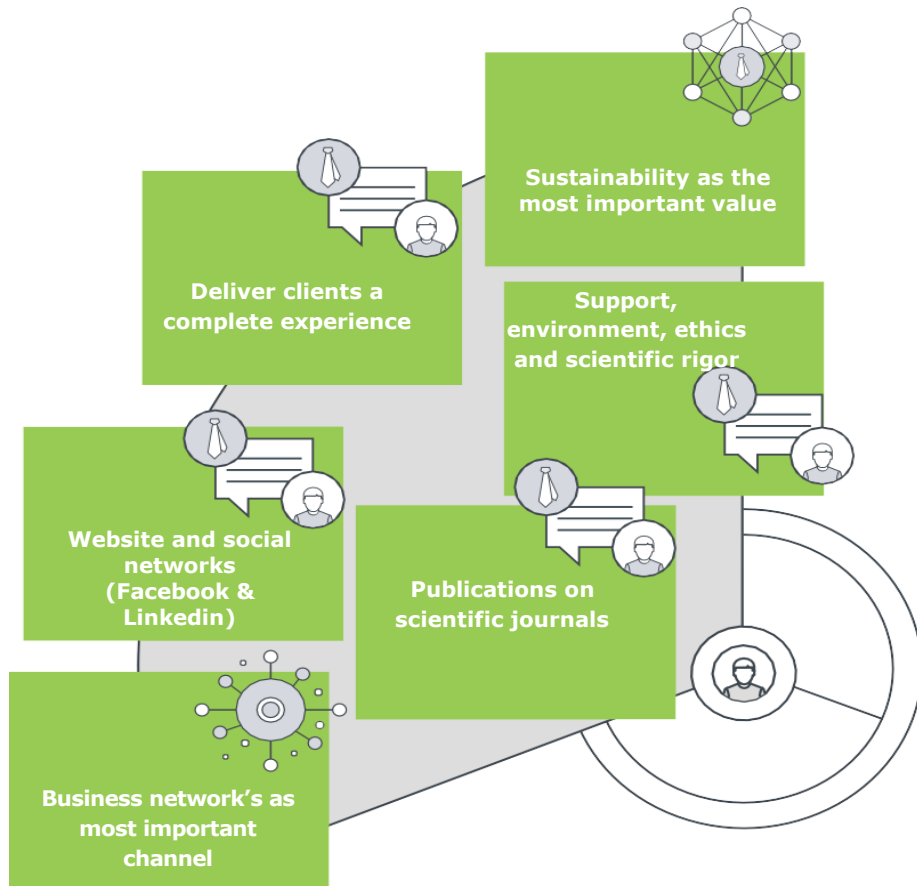
Validation and evaluation building block

To conclude we can say that sustainable business practices are critical to the creation of long-term value in an increasingly resource-constrained world, but in addition to opportunities they also present risks that organizations must address. GreenDecision supports companies and public bodies in applying decision analytical tools to (prospectively) evaluate the potential opportunities and threats emerging from implementing sustainable economic, environmental and social policies and best practices. In this way they help organizations determine where they are on the road to sustainability and identify and prioritize opportunities to accelerate clients' journey.

That is why GreenDecision's products validation is made through the continuous interactions with clients. When a consultancy or a research project is developed, there are specific phases to rely on, one of these is the continuous exchange of feedbacks between clients and GD.

Validation through continuous interactions

Clients are reached through founders' personal networks
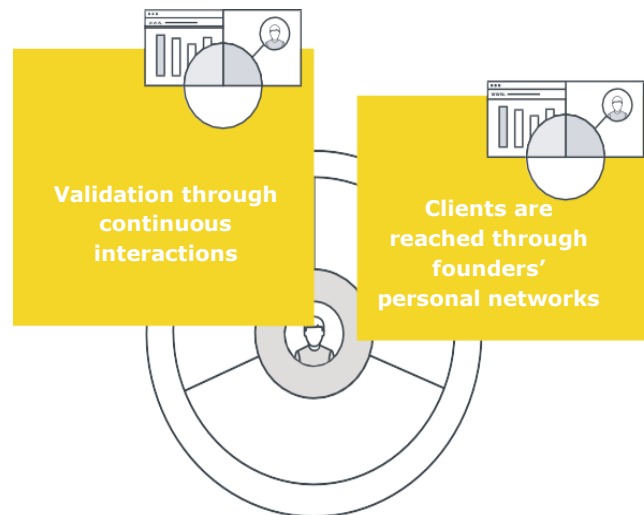
Practical Case:

Progetto Quid

Progetto Quid was born in 2013 as a social cooperative of type B, aimed at the employment of protected categories. The protected categories which the cooperative considers were identified by the law in 1991 but, unfortunately, they have not yet been expanded according to the expanding international panorama in the last 30 years. For this reason the cooperative had a create social impact because it opened its doors to other categories recognized globally (slaves of trafficking, prostitution, asylum seekers, migrants) that the European Commission recognizes as disadvantaged.

The choice of the cooperative to act in the fashion world derived both from the passion of the founders but also from a deep analysis made in the territory of Verona. In fact, they noticed that the fashion market and the manufacturing tradition was strong and there was the possibility of successful investment. So, the founders decided to dive into this industry.

The business is based on the recovery and employment of surplus fabric in the production of ethical fashion collections, manufactured by individuals with vulnerability and then sold in a diverse distribution network. So, Progetto Quid is born from the desire to experience the reintegration of women in difficulty through their employment in productive activities that respond to the logic of the market and at the same time stimulate an interest to beauty and creativity.

The vision of the cooperative is combine the creativity and beauty with the broad scope of environmental sustainability and the recovery of otherwise unused quality fabrics thanks to a network of strictly selected and local partner brands giving to the society something more, the "quid".

Vision:
Create nice and high quality fashion with a social and environmental impact
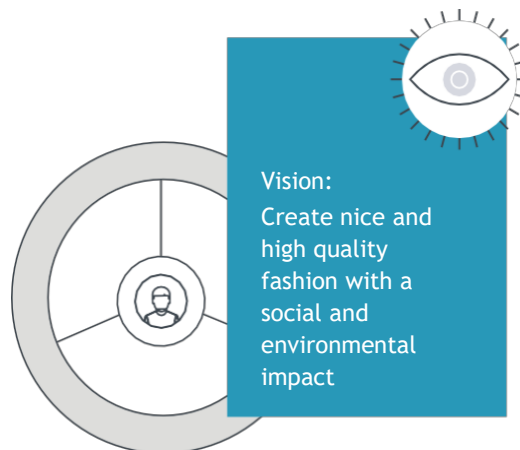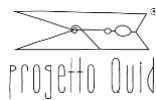
Industry and Competitors

The fashion industry is very competitive; but although this hard competition, in Italy the competitors do not propose the same concepts and values as Progetto Quid. Similar competitors are usually found in other countries, even if these are positioned in a different price range. From a more in-depth analysis, it is noted that the competitors in the market are usually still in the "standard" fashion and do not recognize ethical fashion sector. This is perhaps because the final consumer is not aware of the existence of this type of ethical fashion segment and he tends to associate the ethical fashion to a low level of quality. However, the growth of the cooperative in last these 5 years is an indicator of the change of mind and approach of people to the social responsibility and to the correct perception of the values of the cooperative.

Customers

The consumer segment to which the company refers is the market which recognizes the principles of ethical fashion and embraces its values. Unfortunately, the risk of buying a piece of clothing just for charity is high; as long as consumers are not educated about the ideals that move Progetto Quid, they will never understand its meaning. The company's prime objective is indeed to establish itself as a good and quality clothing line. It tries to satisfy the needs of varoius types of customer (higher and standard price) although the same high quality of products.

Myself

The two founders of Progetto Quid are Anna Fisca and Ludovico Mantoan. Anna attended economics at university and she specialized in trade and international relations and international cooperation (between Brussels, Haiti and India), and she is now responsible for the commercial activity in the cooperative because her great capacity of relationships and networking. At the administrative level, Ludovico is a chartered accountant and he is also involved in other management activities. Then they started to lean on figures for other tasks and they composed a creative team of 8 people. Nowadays, the employees are 118. The management of employees is very hard because of the characteristics of people who belong to the protected categories. They had to be re-integrated into society and the cooperative decided to rely on a network of organizations that help to do this, with internal reference figures that manage the selection and the management of human resources. Most of these people machine the fabrics, another 50 people are involved in the packaging of the clothes and then the other deal with management of logistics and distribution of parts, quality control, warehouse, ironing, packaging, shipments etc.

Presence in Italy and in other EU countries

Competitors are not a threat

The goal is to be perceived as high-quality brand

Wide network of collaborations

118 employees from protected categories

Development building blocks

Story

The business plan initially conceived by the founders consisted in the manufacturing of secondhand clothes. They noticed that it could not be sustainable, so they decided to use fabrics in excess of production, for reasons of reassortment of materials or wrong colour. Thanks to this business model, the social and environmental aspect is combined. In the first 3 years, financial sustainability has been integrated with fundraising, but now Progetto Quid is completely sustainable from 2016 and it uses the fundraising only to implement extra projects linked to the social aspect like training programs for the employees. The brand was immediately registered and the company immediately started to work on the collections of Progetto Quid on temporary stores with free loan, thanks to the big company of Verona, Calzedonia. Calzedonia, from the beginning, supported the idea of the two founders and helped them in the research and selection of empty spaces where Progetto Quid could sell its products. Now the cooperative grows up and it relies on a network of agents to offer products.

Moreover, the cooperative has established co-branding contract with many national and international companies which follow the same values like Vivienne Westwood, NaturaSì e Calzedonia Group. Through these co-branding relationships Progetto Quid create products that report both brands. These contracts allow also higher value of the materials from the companies, in addition to the positive impact on the brand of Progetto Quid.

Visual elements

The name of Progetto Quid is born because the cooperative with all the elements which characterize it has something more, that "quid". In fact, according to the company, their business is not just fashion and social, but it's something more. The logo of the company is a clothespin that remind the core business of the cooperative, the fashion industry.
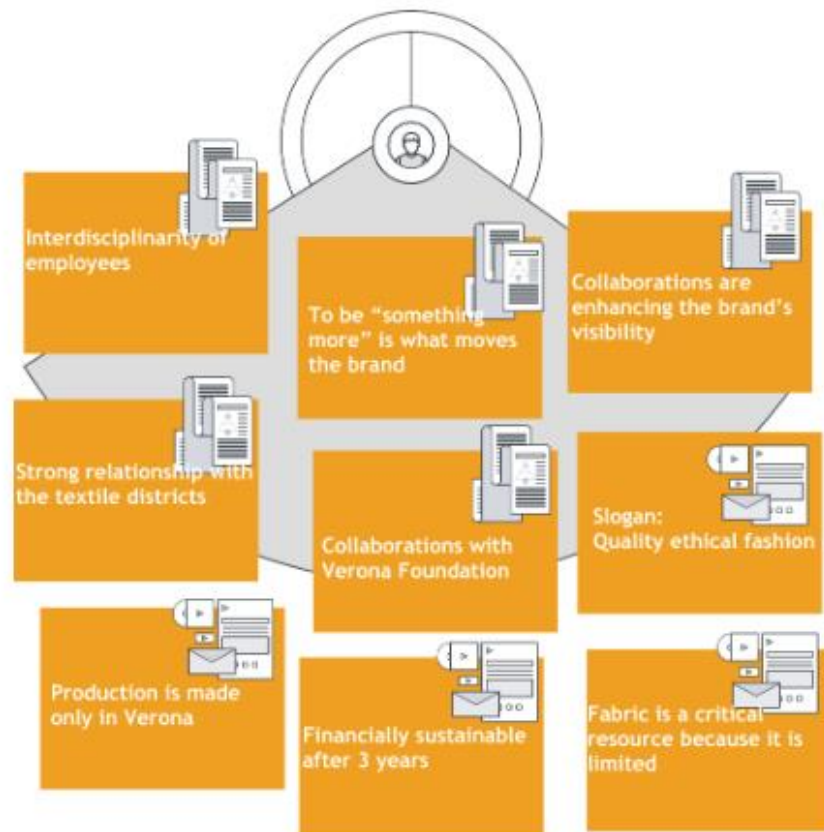
Internal branding

Progetto Quid wants to be recognised as a new fashion brand that comes from quality fabrics of the best Made in Italy recovered by women with a history of fragility. It is characterized by the desire to develop the reintegration of women in difficulty through their employment in productive activities that respond to the logic of the market and at the same time stimulate an active participation in beauty and creativity.

Fashion, quality and sustainability are the values which identify the cooperative. Even if Progetto Quid became a recognised brand of quality in the fashion, it doesn't forget its first aim, the environmental and social sustainability. It is clear not only in the hiring of human resources belong to protected categories but also in the careful choice of the partners which are in line with the values of cooperative: environmental sensitive partners, suppliers of high quality made in italy textile and certificated and clear partners, but also the companies of co-branding.

Moreover, the relationship with the territory and community is fundamental for Progetto Quid: the complicated dynamics of human resources management become easier with the financial and knowledge support of foundations and other entities. Infact, Progetto Quid is collaborating with entities as for example Verona Foundation, FabLab and university in order to create interventions for enhancing the formation and competences of employees like digitation courses or team building activities.

Communication

The company's communication is mainly based on the website and e-commerce, on social networks (Facebook, Instagram, YouTube, Twitter) with dedicated people. In addition, since it is a fashion reality, the shooting and catalog of the collection represent one of the most important channel of communication of products for Progetto Quid.

The communication is enriched also by the press. It is very easily to find many articles about Progetto Quid which tell the story and the experience of the cooperative. In the website there is a press area dedicated which report all the most interesting articles from the newspapers, magazines and journals.

Another indirect communication channel is the co-branding strategy: the choice of Progetto Quid to collaborate with famous and important brands of fashion and other industries has a great and positive impact for the awareness and for the value of brand Progetto Quid. In this way the cooperative has changed its image in the market: it starts to be recognised not only as a ethical company but also as a made in Italy and high quality fashion company positioned in a high price range.

Channel strategy

As physical channels to transmit their values to the customer, the company has its own stores with direct employees and managed entirely internally. Then, the company maintains multi-brand stores through agents and, since 2016, it has also an e-commerce with a dedicated employee. In addition, it is collaborating with other companies to produce co-branding accessories, commissioned by external brand (ex. Intimissimi) and produced by Progetto Quid in Verona which are sold by the partner companies. Currently, Progetto Quid is trying to present itself to higher brands, in fact the prices are growing and are trying to find more precious fabrics.

Communities help Progetto Quid with disadvantaged categories of people

Strong attention towards the staff

Co-branding with famous companies

Stores with directly managed employees, multi-brand stores

High price range positioning in order to be coherent with the high quality image of brand

Website and E-commerce since 2016
Social meda
Press
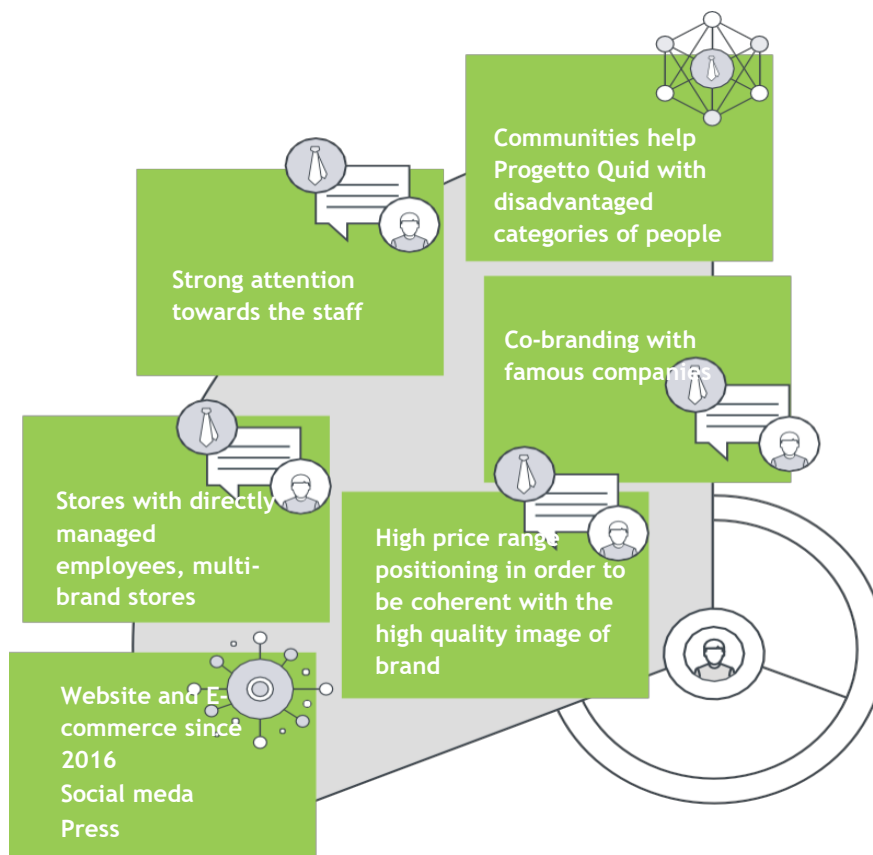
Validation and evaluation building block

As for the production, the company tends to expand its pull of material to draw on, preferring the Made in Italy and the best possible material, with certifications and transparency throughout the supply chain. Usually, for collaborations, the company seeks contact because it believes that it is a brand with which to collaborate, alternatively it takes advantage of contacts to link other partners through represented. For this reason, Progetto Quid constantly seeks B2B collaborations to adopt their own values, such as Vivien Westwood. This give them the opportunity to get feedbacks from other consolidated companies, about the business they are carrying out, appreciating the values and logic behind it. On the other hand, from the final consumers point of view, Progetto Quid is evaluated as a company selling fashionable product as much as the other clothing brand do and besides, because of their strong social and environmental mission.

Ad hoc
collaborations

Search for the
best possible
material

Interreg
ITALIA-SLOVENIJA
NUVOLAK2

INNO tools

Practical Case:

Quantitas

WP 3.1.2 - Interview

![Quantitas logo] Quantitas

Idea, Mission and Vision

Extracting "marketable" information is the business in which Quantitas operates. It acquires, processes and models the data, producing indications that can be immediately interpreted and exploited by the company management, even without being expert in the field of big data analysis. Quantitas was created to offer services and products that can be placed along the entire data management chain: its scientists have the experience, skills and talent to deal with any kind of challenge in the field of big data analysis. The creation and development of the company is similar to the growth of a child, since the passion and love of the founders are the first drivers of growth and stay in the business field. The aim is to bring together people who share a common idea and want to create a potential market to grow those ideas. The idea and the mission behind Quantitas are to put the right people in the right places and create a market for things that certain people inside are keen on to do. Despite a difficult period, the company has always remained conscious of their core business and the underlying values. In fact, employees share very strong ethical values and the same enthusiasm for work. The challenge is to be able to structure and acquire the right resources to grow.

During the years, passing through the ups and downs of the company, the values of trust toward each other's and the awareness of being able to count on a team of people who were motivated to achieve success, were the fundamental and determining elements to be able to be where they proudly are today. The focus on the human is not only, one of the driver of the products that they serve, but it also represents a core factor in the everyday interactions.

Vision:
Join together people who trust each other and who have the right skills to turn ideas into reality and make them available to everyone.

Industry and Competitors

The core business of Quantitas is the creation of advanced and highly customized software reporting interfaces that can be used in commercial and marketing contexts. The market is rapidly evolving, but all the major software companies lack the creation of more customized interfaces, which have a better appeal and potential. On this core business, at the national level, it is possible to identify some actors who operate but their focus is on the consulting area only. As the company has anticipated this trend, which is potentially very promising, it has not yet found a strong demand on the market. On the international level, instead, there are excellent opportunities for growth, because the market is already consciuouss of the potential of this kind of services and products. Therefore, Quantitas has identified an increasing need to invest in commercial actions that will allow them to create international communication channels.

Customers

Being born as a consultancy company, customers who mainly have relations with Quantitas are B2B companies, consulting firms, accountants and banks. The purpose of the company, however, is to widen its borders, moving from being a service company to a product company and, consequently, expanding the consumer segment (B2C).

Myself

The founder has a very strong affective connection with the company. In fact, since Quantitas was only a spin-off, he has always believed in the potential to offer customers not only additional services. He believes in the values that keep the company standing and one day he hopes to establish its identity through Quantitas and to be the leader of a whole new market. This strong sense of belonging is also shown by the fact that, being the founders experts in statistical computer science, they wouldn't have problems in finding other job positions. But even if this perspective would be less risky and maybe more promising in terms of remunerations, their strong belief in this project is finally always prevailing.

Area: Veneto region

Growing potential abroad

B2B, consulting firms, accountants and banks

Strong connection with the values of the company

Anticipating the trend of an existing sector
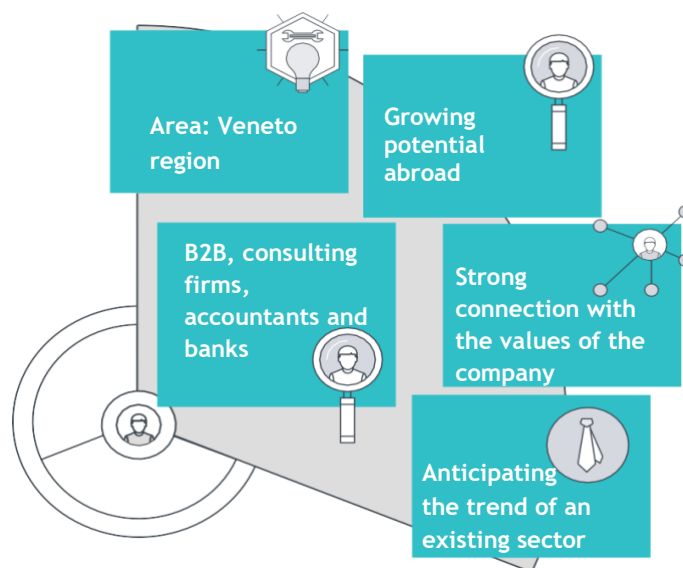
Story

Quantitas was founded in 2014 as a spin-off of a company in the field of surveys on behalf of large associations and local authorities. The basic idea was to offer complementary services, because some clients were asking for complex statistical analyses or advanced reporting tools. Quantitas was born as a business unit and then consolidated as a start-up with 5 members of various disciplines (engineering, econometrics, statistics).

Contrary to what happens normally, Quantitas was born on the basis of a growing existing need, so it entered an existing market trying to solve a new need. Their goal is to create solutions that do not necessarily refer only to expert data analysis interlocutors, but that can also extend to other subjects and profiles. By not having a business model, especially at the beginning, they did not have a clear idea of the direction the start-up would have taken. This has led the company to open up to a different set of services, from data mapping to reporting. Unfortunately, this turn out to be negative because it caused a lot of energy dispersion within the team. After a year, they felt the need to become a product rather than a service company. Consulting continued to be the main activity of livelihood, but the idea was to move into the creation of a product. In mid-2016, the company had devised a business model for a potential product, a SaaS that was destined for the market of business consultants and accountants with the purpose of analysing the financial statements company. The problem was that no commercial sector was planned to sell the product. This created some problems with the company. This moved all the attention on the commercial side. They thus developed a CRM software to make a daily monitoring of all commercial activities with an automatic system. The first good news came in 2017, when they won their first Horizon program, which gave hope to the company, as well as a lot of work. Now, thanks to the support offered by the project, they are able to foresee the commercial sales offer according to the commercial action peaks. This is because the realization of the commercial contract takes place at a distance of time from the first contact, typically 3 or 4 months. This was understood thanks to the CRM software. At the beginning of 2018 Quantitas became a recognized name and the company acquired important customers.

Visual elements

The Quantitas logo recalls the logic of the statistical chart bars, but they are animated to indicate the transformation. The name instead, born from an internal survey, recalls the Latin term that has relevance to the world of numbers. The aim is to give to the name a numerical connotation and to give to the graphic forms the idea of movement, interaction and exploration, the soul of the company itself.
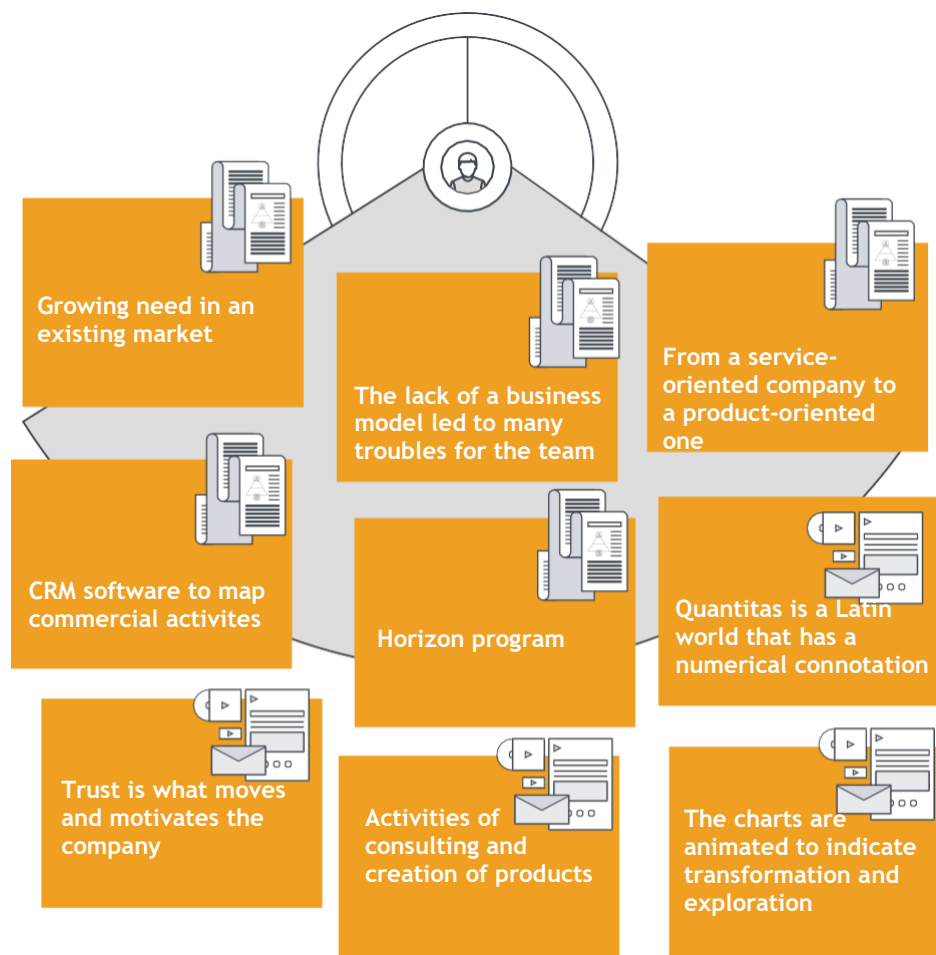
Internal branding

The fundamental value that has helped the team to hold on with the firm in times of crisis is the trust in the fact that everyone would have given the maximum for the company. Believe up to the impossible. The strong belief in the project they are carrying out, became itself the soul of the Quantitas Brand and the first commercial lever to transmit to customers.

Communication

Communication is based on a marketing plan and various structured business activities. Among other things, the publication of the video portfolio of the year with the completed projects also contributed to bring customers. Communication has a fairly high response rate from social networks, but it not so structured as to monitor trends. The potential of Quantitas from a commercial point of view is very high and in these years it is planned to invest more on this field.

Channel strategy

The channels used are Facebook, LinkedIn and Twitter. The company then uses external subjects as commercial consultants, but the intention is to have a person dedicated to communication.
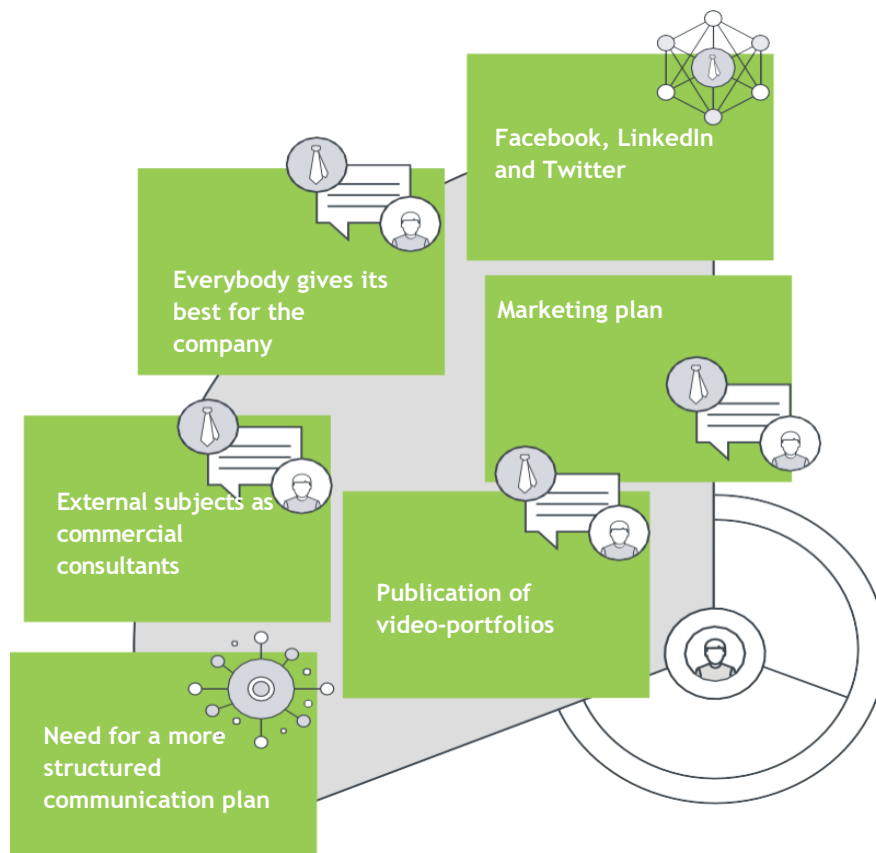
Validation and evaluation building block

Each time that the data scientist of the Quantitas team develop software and products, the best scenario is that together with the client and the user itself, they discuss together the critical points that allow them to make it always more perfect. The more the products and services offered are sold, the more this mechanism is of course activated. Hence, they always try to activate this process and reach the best version in short times.
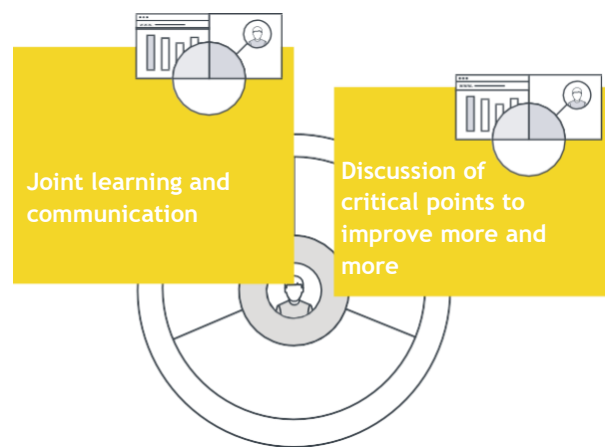
Practical Case:

SoulRoboX

INNO tools

WP 3.1.2 - Interview

SoulRoboX®

Idea, Mission and Vision

SoulRoboX® is a brand representing two young students that, while they were still studying, started making videos for events and various occasions. As the number of requests increased, the two founders began to seriously evaluate the possibility to start an activity of video productions.

This was the activity with which they started developing a business together: however, in time they decided to give SoulRoboX® a unique value proposition, given by the mix of their competences. On the one hand there is the part of electronics that offers services for commercial purposes to create prototypes, thanks to 3D printing; on the other hand, there is the video-production activity. The company's mission is to make products simple and exciting through innovative technologies that have a soul. Hence the name SoulRoboX®. The main purpose and the driving idea of the two founders is to be able to launch its own products. Still as students, the two young founders have created several prototypes, including Robot Shopper (2012). This is a robot that follows you when you go shopping, to be offered even in airports. Considering that the business started in a cellar, the two partners hope to grow even more in the future, to quintuple the turnover and to have employees. This can allow them to hire a specialized person in the different areas in which they operate.

Their medium-long term goal is therefore to grow, by means of expanding the teammates and investing resources and revenues in the design and development of their own products.

Vision:
Grow, expand the team and reinvest the revenues in the design of their own products.

Industry and Competitors

There are two sectors the company serves: on the one hand companies or individuals to whom it offers video productions, on the other the fairs to which it offers OLOBOX™, a holographic display that allows the projection of high definition images with 3D effect. In the field of video productions, competition is so fierce and ruthless, because new technologies have raised the average level reached by anyone. The company, however, is differentiated by the experience and the type of organization that allows them to relate with the customer in a more professional manner. This allows them to be chosen by the customer. From the standpoint of exhibitions at the fairs, there are no direct competitors in Italy, if not abroad. The difference is made by the combination of complementary services that the company allows the client to entrust with them the entire work. The competitors regarding products and electronics could be the FabLab, which have had a lot of media interest in recent years. Those who need to experience these things usually turn to them. However, FabLabs are limited because they do not provide the customer with more in-depth advice like SoulRoboX®.

Customers

The customers that the company serves are different, including the automotive sector, jewelers, fairs and showrooms. All these customers are diversified and have very different needs. SoulRoboX® realizes and develops the customer's ideas, proposing innovative and customized solutions according to their needs. Finding the customer is not easy or even proposing the products. From the video production side there is a great request both on social media and on websites and the demand is very high. This allows SoulRoboX® to get in touch with many companies. Instead for OLOBOX™ the selection of the customer is very delicate and important, as the company tries to choose who identifies and appreciates the same values and the way of working. Other important customers were an important restaurant that asked to enhance the shelves of food for sale and the Salone del Mobile in Milan for which SoulRoboX® has created a design chair with a 3D project, which was then exhibited at the Salone del Mobile fair.

Myself

Marco and Damiano met at the technical institute, they are both experts in electronics and telecommunications. Furthermore, they are both passionate about robotics. Damiano specialized in mechatronics while Marco approached the humanistic and musical part of video productions. In 2016 they made a journey together with a company to plan the activities of their company. Since then they have been involved in many projects that have helped them to expand. Thanks to a very successful project with a restaurant, they understood the sustainability of their business. They discovered that an attractive sector was that of showrooms and from here the company has ventured into ad hoc installations. The prototyping instead creates contacts with designers, for example the Milan Furniture Fair. Their experience has been built up through the customers, since there is always a continuous experimentation. Marco and Damiano started working together immediately after their studies. They made a name for themselves through the videos, but then their dream is the prototyping of products with the SoulRoboX® brand.
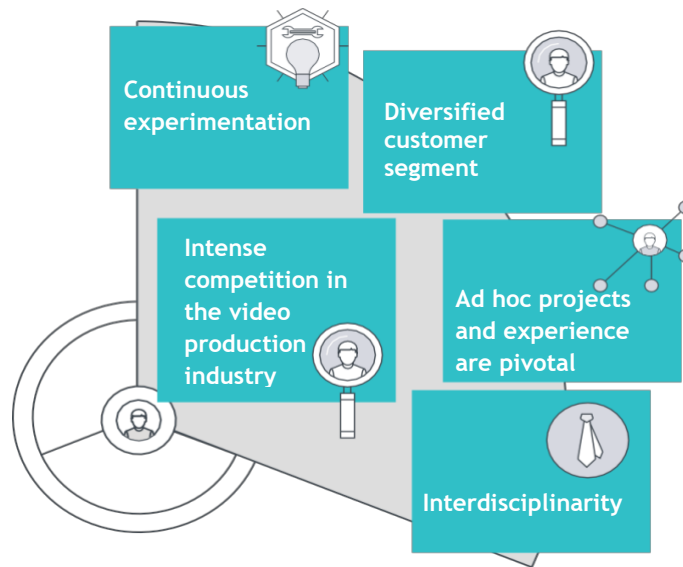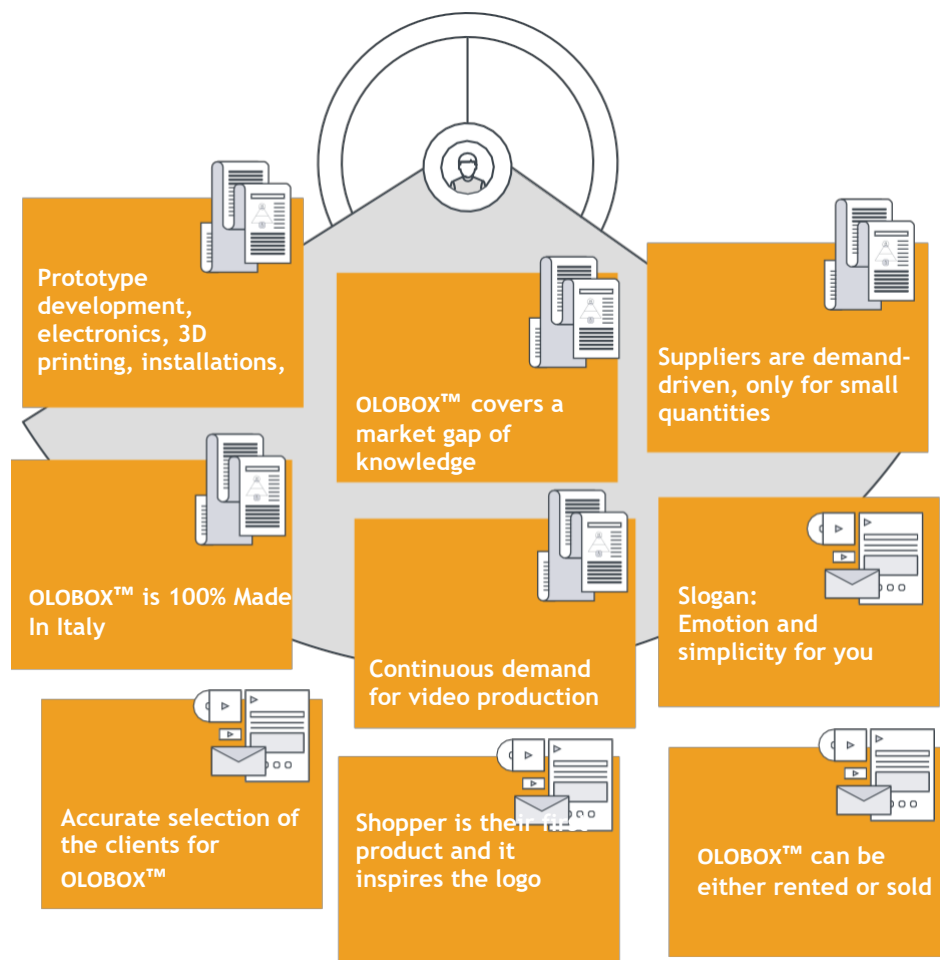
SoulRoboX Development building blocks

Story

As students, Marco and Damiano have created Robot Shopper, a robot that follows you when you go shopping. They wanted to offer it as a service in the airports but since 2012 many other competitors have entered the market. In 2016, the two founders embarked on a journey with a company from Bassano and a university lecturer, and here they began to plan their business activities. One of the two founders has always been involved in organizing events so the first step was to continue the path of video productions. Here came requests from many event organizers who gave a lot of impetus to this activity. Now the two activities that are carried out are very diversified, but united by a common thread. The main activity concerns the services for the creation of prototypes and hence the need to create products for the fairs (B2B) through the skills of both electronics and video productions. This gave rise to the OLOBOX™ product. As mentioned previously, this is a holographic display that, with its pyramidal structure, allows viewers to observe the product on three sides. Ideal for exhibitions and corporate showrooms, it generates strong emotions and communicates immediately. The history of OLOBOX™ starts from an observation made by the two founders. They realized that the companies that offered this type of service, which were installations companies, did not have the knowledge to make even video productions. OLOBOX™, on the other hand, reconciles the prototyping and installation part with the creation of ad hoc content for customers. The design and animations are done entirely by SoulRoboX®. It can be supplied either as a rental or as a finished product to be sold. OLOBOX™ was presented for the first time in 2017 in Rome. Since then 3 pieces have been sold, the rest rented. It reconciles the technical part with the content part and represents the synthesis of the skills of both founders. OLOBOX™ started from customers like jewelers and came to deal with production companies in the automotive sector. Its strength is that just plug it into a power outlet and it's ready to use. Furthermore, aesthetics and design are very special and distinguishable.

Visual elements

The company logo has been created externally. The line in the logo derives from the prototype of the Shopper product, thus identifying the product with which the company was born. The "x" in the name SoulRoboX® is intended as an unknown variable, meaning that there is not only robotics but also other things.

Prototype development, electronics, 3D printing, installations,

OLOBOX™ covers a market gap of knowledge

Suppliers are demand-driven, only for small quantities

OLOBOX™ is 100% Made In Italy

Continuous demand for video production

Slogan: Emotion and simplicity for you

Accurate selection of the clients for OLOBOX™

Shopper is their first product and it inspires the logo

OLOBOX™ can be either rented or sold

Implementation building blocks

Internal branding

The values that move SoulRoboX® are simplicity and effectiveness, or create products that make sense and really work. Furthermore, the fact that the brand is registered at European level is very important to them. This is both a form of security and a way to address customers more professionally. Soon also OLOBOX™ will be a registered trademark. Other values to which the founders hold a lot are seriousness, professionalism, correctness and interdisciplinarity.

Communication

Video production and prototypes are not advertised, but OLOBOX™ there is a form of communication, because it is a more complicated product. SoulRoboX® attends exhibitions (Milan and Turin) because it believes it is more effective to show companies how the product works. As soon as the product starts spinning it should increase its visibility exponentially. Thanks to the fairs, the founders found a series of people who believed in them and allowed them to grow and offer their services. For example, a website agency created the SoulRoboX® site. Others have generally helped in their path with the promise of recognition when the business grows.

Channel strategy

The major communication channels are the website, social networks (especially for video activities) and word of mouth. At SoulRoboX® they always try to have contacts and to hear feedbacks from their clients and users in order to develop their prototypes and products being as much satisfying as possible.

Website, social networks and word of mouth

Technical skills, creativity and passion to create simple and effective products

Registered trademark in EU for professionality and security

Communication for OLOBOX™ is more effective during exhibitions

Seriousness, professionalism, correctness

Time is a critical resource due to the small dimension of the team
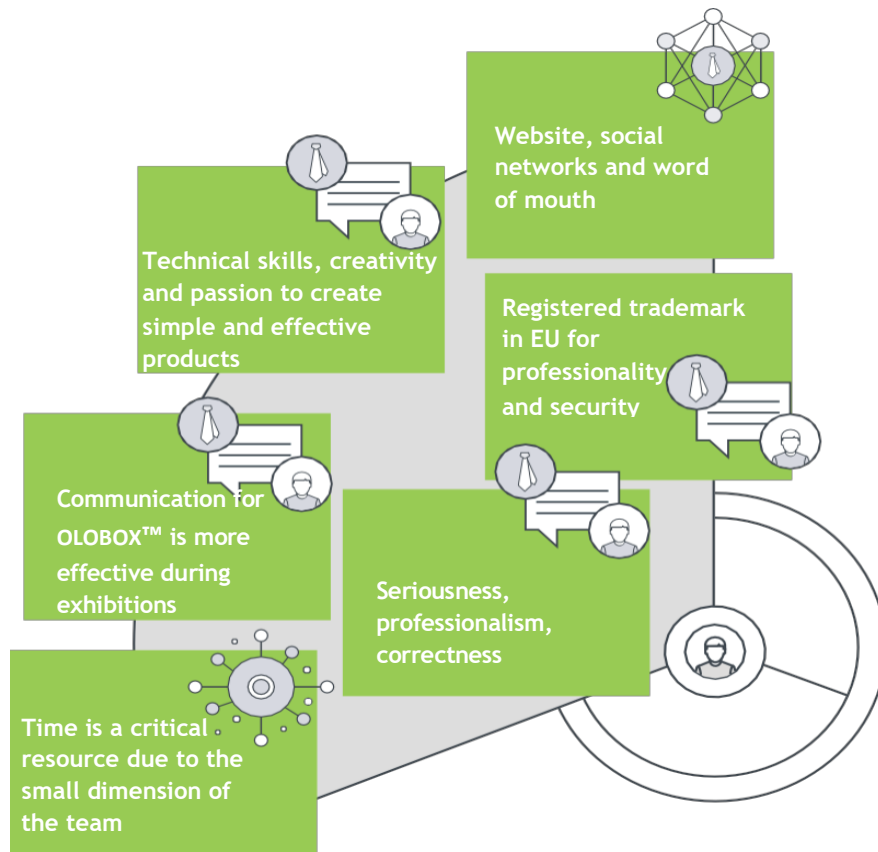
Validation and evaluation building block

In 5 years the company hopes to increase revenues, grow in number of employees in order to better manage the time and also grow on the side of video productions. Since their vision is to put their own products in the market, the goal is to reinvest the revenues in the design and prototyping. Selling their products and services would mean that they are able to get feedbacks directly from the users, useful to make the most out them.

Invest in design and prototyping of their own products

Expand the network of clients

INNO tools
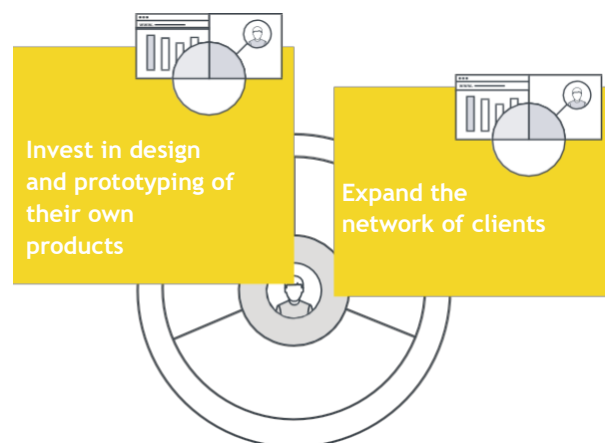
Practical Case:
Crossing Srl

WP 3.1.2 - Interview
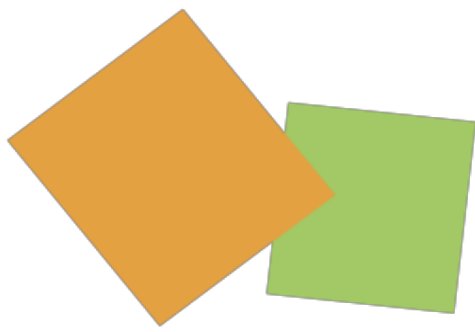
Crossing Srl

Crossing Srl was founded in Treviso in 2014 by Valentina Beghetto of the University Ca'Foscari of Venice.

From the very beginning, the company focused on the know-how. The company developed the know-how for producing a new class of "Active Cross-Linking" agents, called ACL, at competitive prices. Since 2014 onwards the company has experienced a strong growth. The company reached the break-even only 10 months after the foundation. The company is a start-up specialized in chemistry, leading activities that commonly compete to multinationals, with a strong idea and a smart business model.

Today the company counts 9 employees, and it also collaborates with several partners.

CROSSING

Idea, Mission and Vision

This particular chemistry section is extremely weak not only in Italy, but worldwide: Crossing Srl is the first enterprise that works with ACL agents. These ACL have multiples applications in several industrial sectors such as the production of non-toxic leather, active packaging, anti-fouling paints, antimicrobial building materials, and active cellulose. All these products have improved long-lasting characteristics since the active component is not released during the product's life.

The aim of the company is to obtain highly efficient non-toxic product with more performances than the ones now available on the market.

Ision: ecological industrial approach with a strong idea a

nd a smart business model
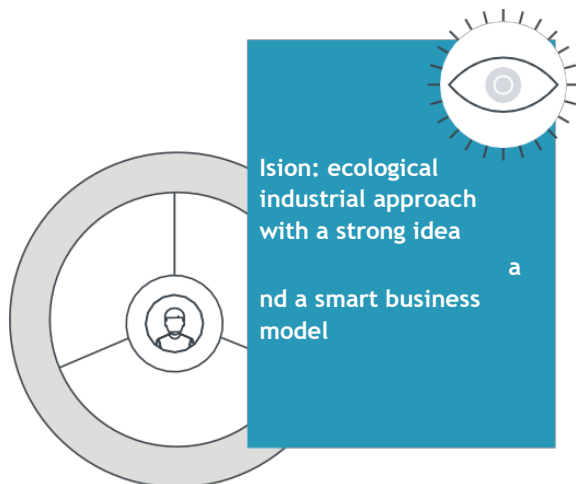
Contextual building blocks

Industry and Competitors

The industry in which Crossing Srl operates it is a new industry because it is the first time that ACL agents are introduced in the market. Thanks to its uniqueness and strong identity Crossing Srl has a big potential of growth in the future, mostly also for the lack of competitors. Crossing Srl doesn't have competitors in their sector, but the nowadays company of the chemistry sector can be considered as competitors, even if their product is not innovative, because their product is more economic.

Crossing Srl uses substances and mixture that are typically used in the pharmaceutical industry or other industries, applied to the production sector. For example Crossing Srl uses ACL agents in the tanning chemistry industry instead of chromium.

Customers

At first the company attentively evaluated the industrial sector that might be interested and become potential customers. The customers are our producers and are in charge of carrying out the technological transformation of the scale up of the synthesis and the industrialization of the product. During this process the key factors are the quality of the materials, the constancy of the different units and the cost of production. Then the Blenders, who are the suppliers that purchase from the producer our mixture, are in charge of mixing it with other mixtures to have the final mixture.
With this process the company's customers become also its partners. The company currently works also with international enterprises, mainly with companies of the chemistry sector.

Myself

PhD Valentina Beghetto is the founder of Crossing Srl. After her degree in Industrial Chemistry, she began to work as full-time researcher for the University Ca'Foscari of Venice. During her

academic career she analyzed several branches of the chemistry, such as industrial organic chemistry and fine chemistry.

PhD Valentina Beghetto is interested in an ecological industrial approach and in the protection of the environment. In Crossing Srl PhD Bhegetto is the coordinator of the research group, carries out consulting activities for customers, writes projects for national and European funding and oversees the protection of the Company's industrial property.

CROSSING

Development building blocks

Story

PhD Valentina Beghetto is working in the sector since 20 years. She had a really good idea when she was searching new material for her academic course on tanning chemistry. She began to collaborate with several local industrial manufacturing enterprises and she analyzed as common problems the waste management and the environmental impact of the industrial process employee.

Phd Beghetto gained a great understanding of the sector after spending several years working in chemistry sector through research. For this reason, in 2014 she felt she had a good idea and enough knowledge to start a business project. She had the need of an enterprise and a business model to assure the company's industrial property. She took part at Start Cup Veneto with the purpose to find a business angel for her enterprise. In this way she found her now partner Mr. Riccardo Samiolo, expert in finance and business development.

Together PhD Beghetto and her partner Dr. Samiolo developed a new business model based on the enterprise network.

Crossing Srl is the first enterprise that proposes ACL as new materials to use in the industry.

The team is composed by 9 people: 7 researchers, the president PhD Beghetto and her business partner Samiolo. They are able to grow even more in the future thanks to their uniqueness and their innovative know-how.

Visual elements

The visual elements of Crossing Srl are quiet strong: the company's logo reflect its mission. The logo is composed by an ampoule and a drop/leaf in a blue background. The blue in background and the drop/leaf give the idea of respecting the environment, the ampoule gives the idea of chemistry. The name of the company "Crossing" refers to the process of the innovative ACL agents: active cross linking.

Structure where research is aplicated to innovation industry

Creation and selling of know-how, not product

Focus on the respect of the environment

Chemistry aplicated to different industrial sector

ACL agents

National and international customers

Logo: representing the mission of the company

Company's name: expresses the mission of the company

The customers are also partner: duality
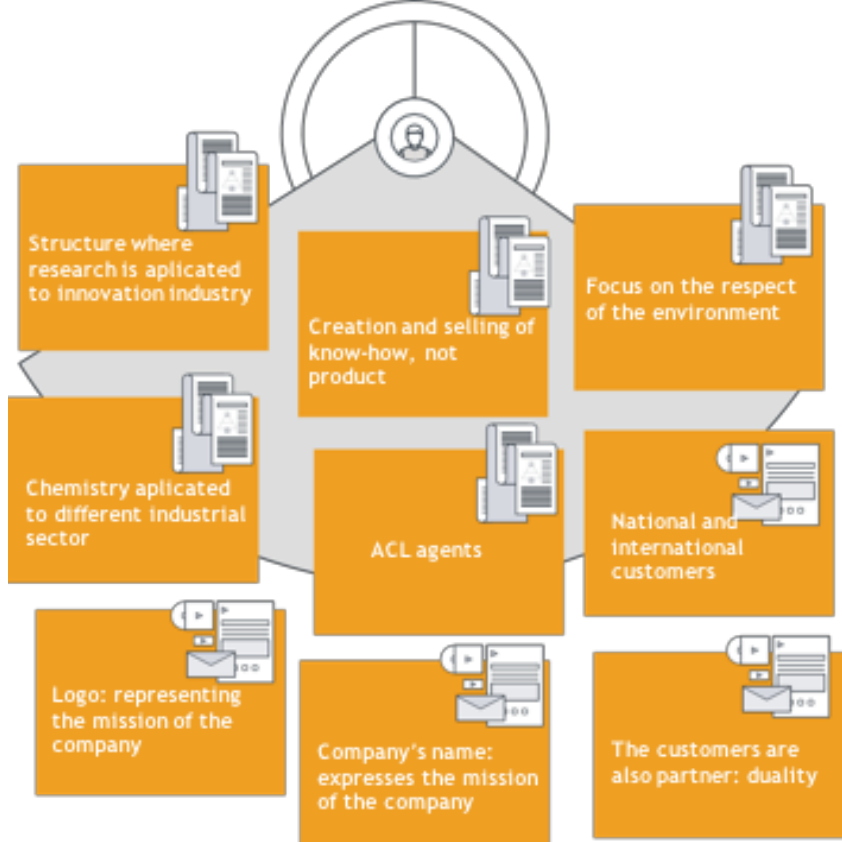
Implementation building blocks

CROSSING

Internal branding

Above all, Crossing Srl likes to describe itself as a company that pays attention to the environment. Really important for PhD Beghetto is the improvement of technologies and the adaptation in terms of sustainability of chemical technologies for the production of products of the fine chemistry. Everyone share the company's values.

Communication

Since its birth in 2014 Crossing Srl has grown exponentially, this however has not very much to do with the communication strategies. Crossing Srl has started with a small team, and back then the company was very weak in terms of communication mostly because the research was the main focus. Nevertheless, companies relied on them, and once they started to collaborate everyone was extremely satisfied. Consequently, it is thanks to word of mouth, seminars and meetings the company was capable of enhancing Crossing Srl reputation among enterprises. PhD Beghetto takes care of the communication and her enterprise collaborates with a communication office for the newsletter and other communication strategies.
Crossing Srl doesn't need to improve its communication, neither is planning to do so in the future.

Channel strategy

One first very important direct channel for Crossing Srl, is its website.
Crossing Srl works in a market in which is very thought to do communication. For example, there a very few places in which you can do networking and that is why, in the past, the company takes part to events, seminars and meetings.
Links:
https://www.crossing-srl.com/it/
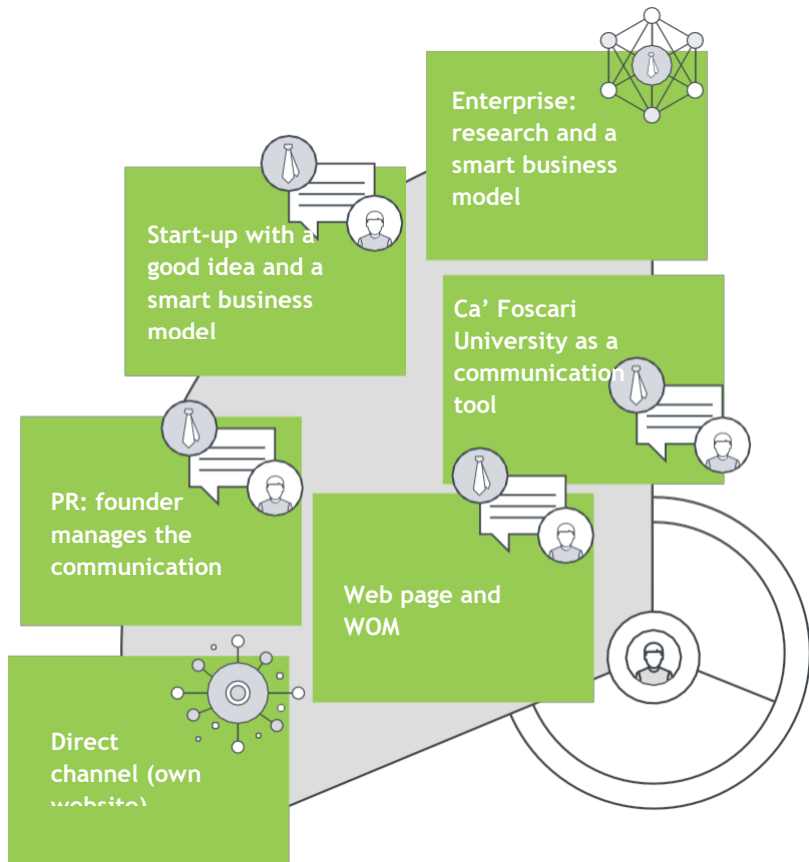
Enterprise: research and a smart business model

Start-up with a good idea and a smart business model

Ca' Foscari University as a communication tool

PR: founder manages the communication

Web page and WOM

Direct channel (own website)

Validation and evaluation building block

The brand has developed greatly thank to a word of mouth between enterprises of the industrial production sector and thank to seminars and professional meetings where PhD Beghetto presents her project.
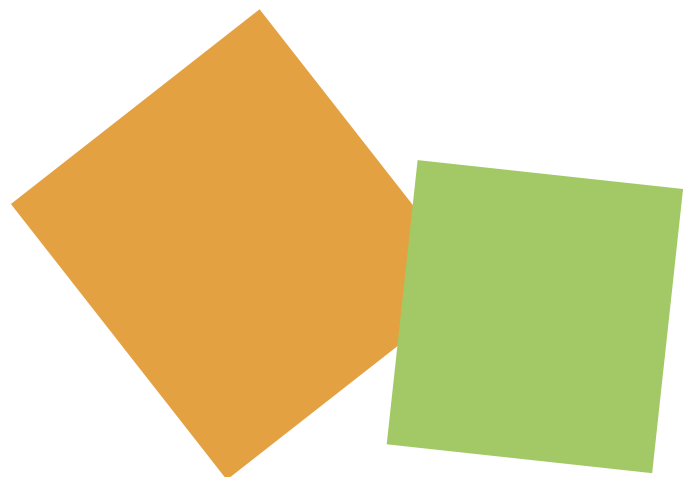An essential aspect is the close relationship and dual relationship with customers-partners. As a matter facts, one of the most important company's values is the attention to the environment.

INNO tools
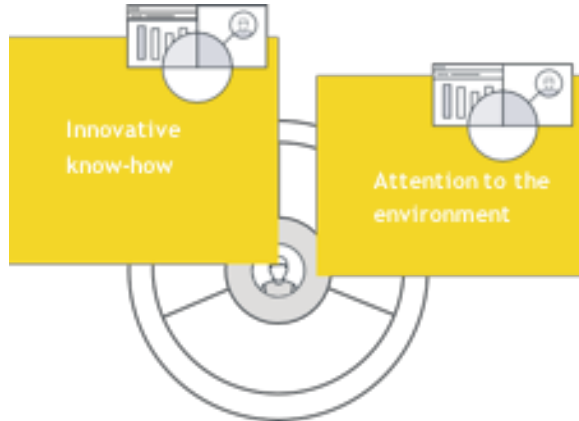
Practical Case:

Arco Solutions

ARCO SOLUTIONS

Idea, Mission and Vision

Arco Solutions Srl was established in 2010. It started as an academic spin-off of the University of Trieste. Among the initial shareholders we must recall: a spin off of the University of Bari, who brought experience in the development of systems for odor detection, also a company of Milan as a dealer of HP multinational. Arco Solution got more specialized in providing high value added services and later on also detection instruments. Their specialization evolved towards a market niche such as odor analysis and evaluation, very little developed both in Italy and in Europe. They were beneficiaries of a call of Bari University for the creation of an instrument for odor evaluation (2012). In this field there was just one world leader company. They continued in a developing R&D services regarding olfactometers (IOMS) with the support of AI, becoming members of UNI- EN organization boards. A smaller business sector regards evaluation of odors of food products and of inner environments (public offices and industries).

Mission since the start consisted in bringing high level chemical skills into developing innovative services for environment and sustainability, allowing operators in the area to respect EU provisions (such as REACH). A mission element is not just providing data, but to make a strong effort to enhance the level of knowledge, by establishing strong cooperation policies with similar service providers.

Their vision relies on being a highly niche-market reality providing support to environment, highly committed not only with scientific and research and institutions, but also to citizenship and local communities. Value of environmental prevention is combined with an utmost valorization of their liens with the regional area. In fact, they exclusively apply providers resident in FVG Region (KM 0 developed product) and this perceived and shared as a key and unwaivable element and internal value.

Vision:

High tech device for odour detection, combining environmental protection with strong liens with local area
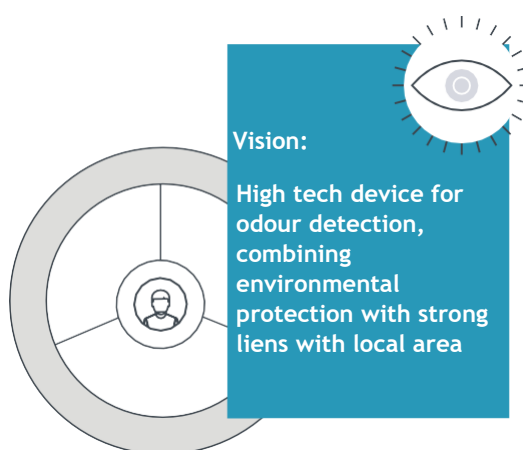
Contextual building blocks

Industry and Competitors

Besides a Canadian company (which has strongly limited activities and whose product was not fitting EU market), Arco Solution has actually just one competitor in the world providing the same service and devices, i.e. the German firm, Olfasense. Arco solution has directly tested their product, in view of pointing out the differences with their one. Other 5 or 6 smaller laboratories in Italy provide consultancies, but they don't have the necessary skills to cope with odour problem in its complexity. With more organized realities, especially at national levels, they cooperate on the basis of specific agreements. Some first steps towards internationalization consist in EU initiative partnerships and in some small supporting activity (not stil on the basis of a cooperation agreement) has started with an Australian multinational.

Arco Solution's brand has become known in Italy and EU. In a short time this will lead to registration of brand name and patent.

Customers

Main customers are bodies responsible for environmental monitoring and control, industries and laboratories. Besides providing products and technologies, proposals regard both control and training. Due to smaller dimension of the company, their organization still lacks an own commercial network: it is supported by networks of other companies, operating in synergy.
The strong lien with the operating area is to be found also in establishing loyal relationships with FVG regional providers, such as craftsman and industries (precision mechanics, plastic industries, electronics) and other skills required for producin the HW olfactometer.
Another important stakeholder/customer are local communities and local action groups (both in urban and rural enviroments). Arco Solution deals with so called "citizen science", providing citizens and industries instruments able to solve problems related to odours.

Myself

Strong enhancement of job quality, intense liens with entrepreneurial, rural and local communities in the areas in which they operate, innovation pursued with the scientific support given by University, presence on public decision-making tables: these are the elements which make Arco solution a unique subject. High technological contents of the product/service provided, and the belonging to a niche sector of activity comes from the priority given to technological investments. Innovation, and official acknowledgment of excellency (in Region FVG, Italy and at world level) are proposed and communicated as a strength point. The necessity of establishing and developing their own commercial network is now more perceived.
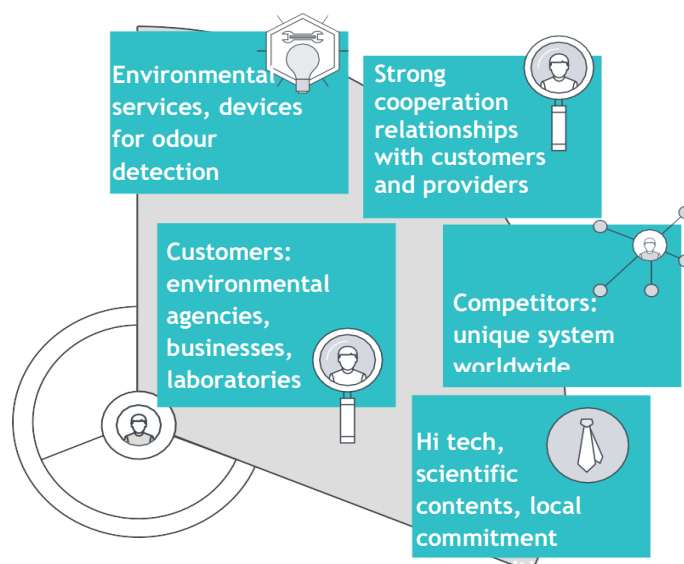
Story

Company name itself summons up the mission entailed by the brand: even if not specifically relating to odours, ARCO is the Italian acronym of environment, research, consultancy and sustainable solution (Ambiente Ricerca COnsulenza e SOluzioni sostenibili).
A better care to communication and marketing has started after Arco Solution became no more a University spin-off. The firm moved to BIC Incubator of Trieste, with the establishment of a centre for odours.

Visual elements

After moving to BIC Incubators, the original company logo elements have been changed. Logo and web page have changed accordingly though they are aware that it is only a first step and that more resources should be dedicated to communication tasks. New logo has a more modern font, and it envisages three hexagons recalling chemistry (benzene molecule). Hexagones colours represent odours (orange), air (blue), environment (green).
Slogans used are "innovation in the air" and "odour specialists". The first one focuses on innovation as a key value of activity, the second one wishes to make evident the core aspect of activity deals with odours (which is missing, as seen, in company name).
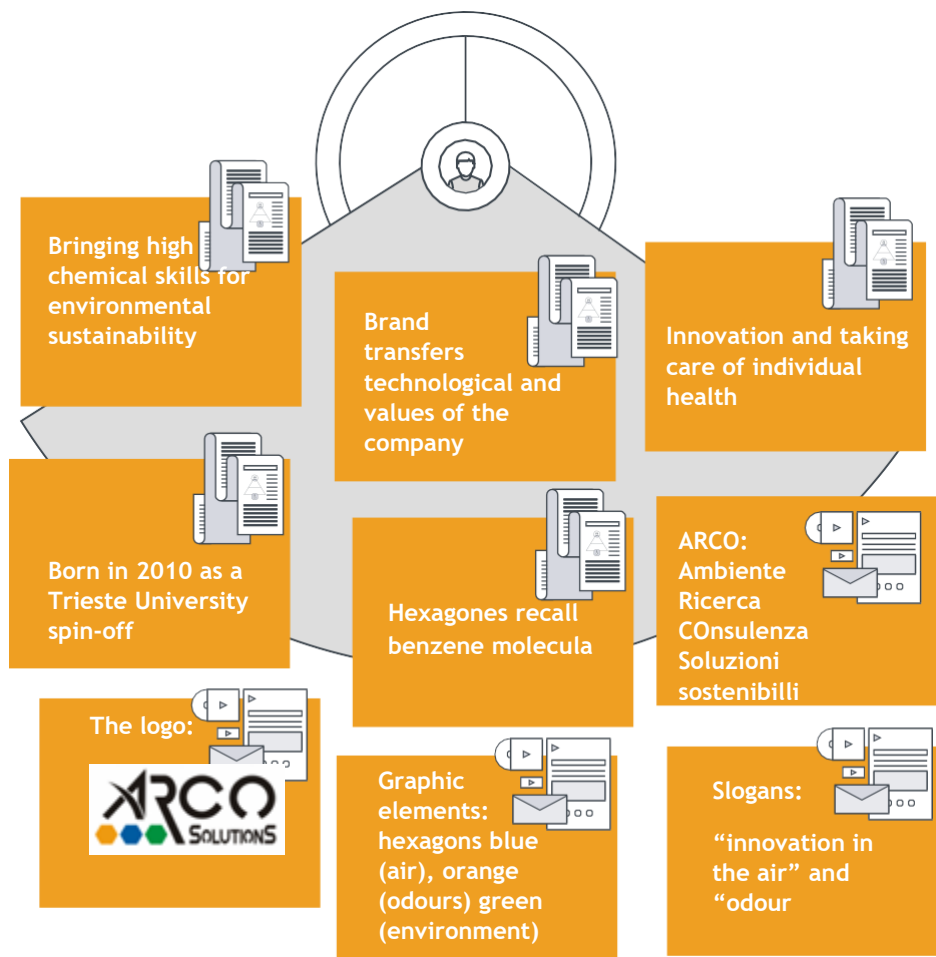
Internal branding

Brand values are highly internally shared. They and have been discussed and developed among shareholders, but mostly insofar as they are inherent to company activity. Internal evaluation, though not too much deepened, has also regarded visual elements of communication.

Communication

Brand communication is still mostly relying on traditional channels, which is also due to a still embryonal development of commercial trade network.

The company is working in developing some communication tools with internal discussion about the transmission of the activity related respects of the brand.

External expertise has been used since 2017 to improve communication. Yet it has not been perceived as a priority (also from an economic point of view), being this to be seen rather in performing R&D activities. A difficulty is also finding human resources for communication able to understand and appreciate the technical and scientific backgrounds related to the activity.

Though word of mouth is still a key communication channel, the company uses a website (domain .eu) and has FB and LinkedIn profiles on social channels, though not too often upgraded. LinkedIn is used to spread news regarding activity and acknowledgements. Especially LInkedIn feedbacks are carefully evaluated, in view of establishing further contacts, mostly via mail. There is a perceived need of a dedicated resource (internal or external) to communication. There is the necessity of relying on a resource with technical skills related to activity, capable to corroborate the niche and excellence position achieved. Contacts have been made in view of developing a digital marketing strategy, which has not been developed yet.

More communication channels used: University of Trieste, BIC incubator of Trieste, liens and collaboration with professional organizations (engineers and chemists), presence in technical and public working tables are also used as a communication channel

High importance has the participation to trade fairs (above all the lasting presence at Ecomondo), conferences and workshops organized by professional bodies and (even if a smaller part) scientific publications.

Channel strategy

Product delivery, such as implementation of related services are highly customized and need a direct physical presence of the firm's personnel on the ground. Contacts made on the basis of communication channels above described bring to individual direct relationship with potential customers. Each specific situation leads to an expertise, with the proposal of the most fitting solution. Sales channel is still consisting on direct contacts, though (as above precised) Arco Solutions is still developing its own sales network. They presently rely on those set by developers of devices used in their activity.
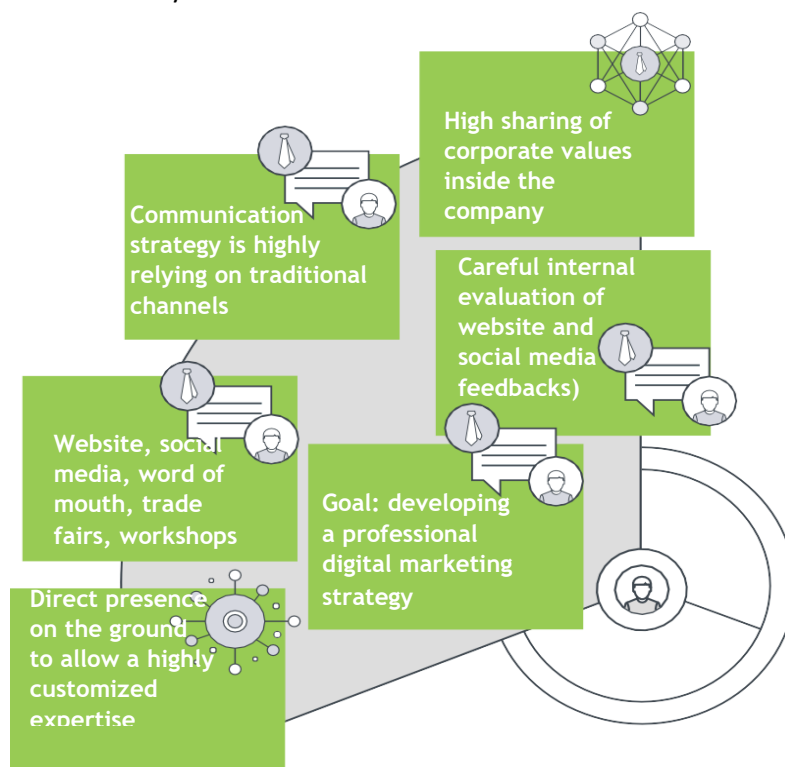
Validation and evaluation building block

The evaluation of feedbacks from users of brand elements, especially values and industry, is highly based on customers' retention, shown by further activities and proposals for new businesses. Testing and sharing of brand values is also made with providers. No evaluation of visual elements has been performed with the customers.

Feedbacks show that the communication of technical skills (and values implied) is very appreciated. High consideration capitalized in scientific and research bodies also contributes to corroborate a positive evaluation of the brand. It must be also considered that potential customers more appreciate technical responses rather than commercial skills.

Smaller structure proves anyway to be a strength point in terms of flexibility, allowing quick and dynamic response to proposals.

INNO tools
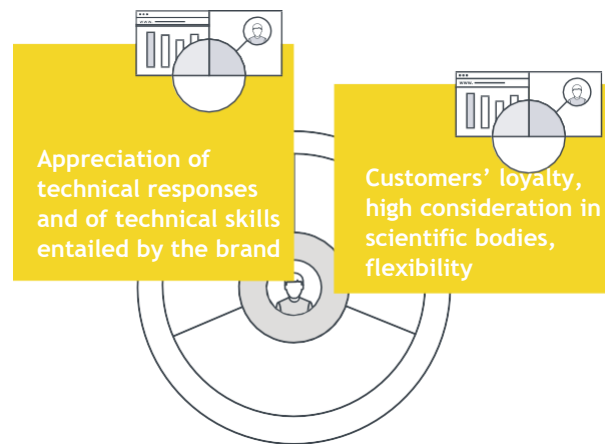
Practical Case:
DEZEN DEZEN

DEZEN DEZEN DI MARCO CERNOGORAZ

Idea, Mission and Vision

Dezen Dezen is a craft business (status: sole propetorship) owned by Mr. Marco Cernogoraz. Activity started in 2014 in Trieste, where the owner transferred a former family activity from Zagreb (Croatia).This activity, started in the 20th century thirties, dealt with the production of renown and unique squard designed stuffs (tee shirts, foulards, cachemere and silk kerchieves, bags), well known and spread in former Yugoslavia and Soviet Union. As this first Croatian firm, Dezen Dezen always deals with serigraphic prints on clothes and stuff. Originary activity is still ongoing in Zagreb, where Marco was born. Marco's activity in Trieste upgraded the traditional products, according to the different "taste" of present times. So, the use of old pattern models and also of instruments has been preserved and revitalized.

Mission lies both in innovating and in keeping a crafts tradition alive, reviving and upgrading the old family-run business, which for 80 years supplied the former Yugoslavian states and the Soviet Bloc with its famous hand-printed traditional squares.

Vision of Dezen Dezen combines tradition with innovation, in products rather than in process. The use of some of the old instruments to print on stuff is enhanced by a strong value such as sustainability. The use of low environmental impact materials, both for products and packaging allows the achievement of a business model, which aims to be traditional, innovative and ethically motivated at the same time.

Vision:

Combining old family business tradition with innovation and sustainability
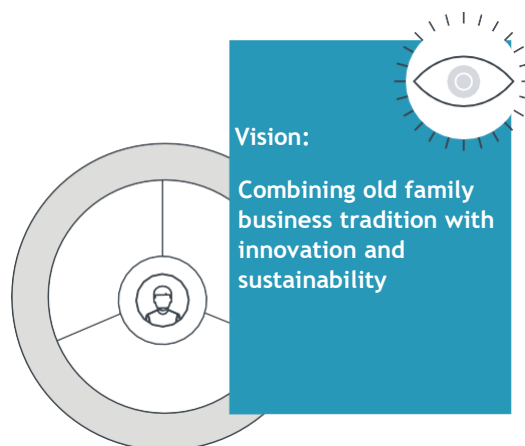
Contextual building blocks

Industry and Competitors

Dezen Dezen deals with a very peculiar artistic craft textile production, dealing both with textile products and with packaging. The employment of craft skills meets also other collaborators competences, especially concerning photography, visual art and communication.
Their competitor is somehow the whole fashion industry. Being a small firm, Dezen Dezen has decided to become part of a network with other local crafts producers, especially in their geographic area. This choice proves to be efficient, since it relies on common visions based on production, communication (and somehow on a further element, which is the age of the participants). Though some players deal with very similar products, the members of this network have realized that creating these synergies is more profitable than competing among themselves. Cooperation also gave birth to open initiatives, also supported by public authorities (e.g. a map of Trieste crafts and artistic boutiques).

Customers

Customers are mostly individuals, which are final users of the products. An evaluation activity of the brand has helped in identifying the most appropriate customers target groups, which are not young people (interested in streetwear, as originally assumed), but more mature people, with high cultural and creative skills.

Customized and deep relationships with all providers have been established. Raw materials are chosen among sustainable products: water inks, clothes and packaging materials are always purchased from Countries and areas where there is no labour exploitation.

Marco made also direct visits on the fields in view of ascertaining that all the members of the support chain operate in line with brand values of the firm. Sustainability becomes a strong element of the brand, with the intent of transferring key values of honesty, transparence and (also social) responsibility.

Myself

Dezen is a craft firm and not a fashion design lab. Its strength point lies in the story of brand and in its tradition, enriched it with the values proper of their working. A key valorisation element is the capacity of communication by involving potential customers. The most evident weakness point is that such a high quality crafts activity has rather high production costs (also in terms of time needed for each single item) and allows reaching a small production volume. Reaching a bigger production volume needs to outline a different and somehow larger organization, which must be carefully evaluated. Like many other crafts organization, a resource with commercial skills and a good knowledge of merchandising and distribution channels would be necessary.

Marco is also aware of the scarce attitude of Italian buyers for productions dealing with values such as sustainability and social responsibility. In Northern Europe or Germany, the perception of these values is much higher: consumers accept to buy sustainable products and to pay them more than "ordinary" ones.
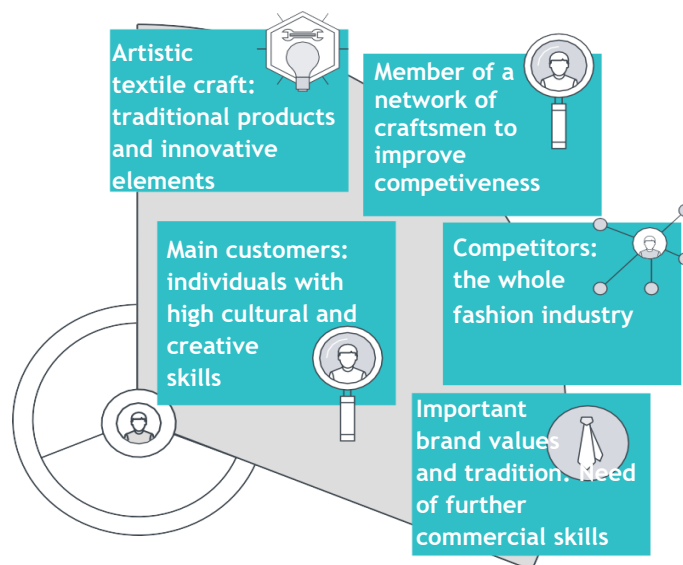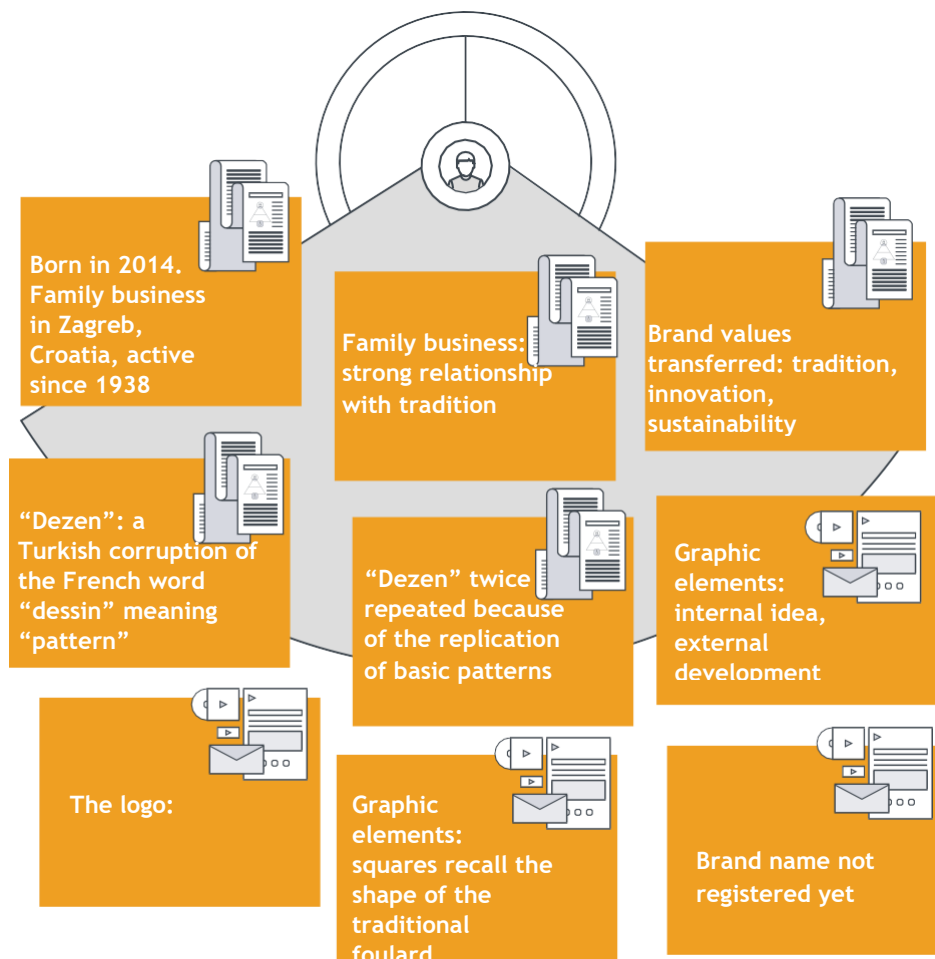
Story

Marco Cernogoraz introduces Dezen Dezen's brand strongly pointing out its story. Marco Cernogoraz's grandparents and parents operated in Zagreb since 1938, importing decorative motives and clothes from Italy. From the very beginning of Marco's activity, this family business story has been strongly related to its brand. Brand values entail the continuity with tradition, enriched by innovation and sustainability.

Visual elements

Dezen Dezen's company name is the corruption of the French word "dessin", meaning fantasy, pattern. This word was imported by Turks in Croatian language spoken in Zagreb, where it was used besides Croatian words "uzorak" (meaning "pattern") and "musra", coming from German word "Muster"). "Dezen" name was already used in Marco's family. Why do brand and company name repeat this word twice? Because all "dezens" are replication of a single basic visual pattern. Square element in logo recalls the shape of the foulard, which has been the first item produced. Logo's idea was developed internally, but external consultants developed the visual identity. Brand name has not been registered yet.

Born in 2014. Family business in Zagreb, Croatia, active since 1938

Family business: strong relationship with tradition

Brand values transferred: tradition, innovation, sustainability

"Dezen": a Turkish corruption of the French word "dessin" meaning "pattern"

"Dezen" twice repeated because of the replication of basic patterns

Graphic elements: internal idea, external development

The logo:

Graphic elements: squares recall the shape of the traditional foulard

Brand name not registered yet

Implementation building blocks

Internal branding

The internal sharing of brand elements, such as product, values, communication is very high: to use Marco's definition, it relies on a kind of internal symbiosis. Such a capacity of having a clear vision of their brand and identifying appropriate communication channels has also the result of reducing costs related to communication, so no expensive external experts activities are necessary.
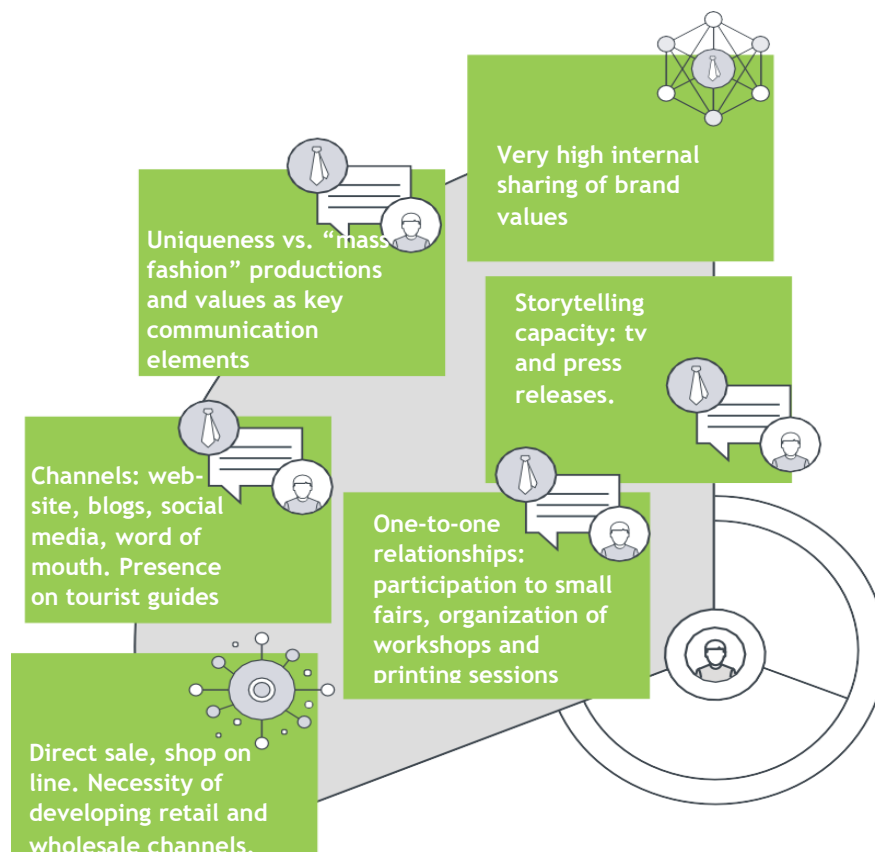
Communication

Marco highlights the peculiar and somehow unique story of the brand, together with its values, as the key communication contents and actively promotes them to customers. Final users are aware to receive a product with a peculiar story: their perception of its high quality is an important element of communication strategy. Besides the clear diversification from industrial and "mass fashion" products, Dezen Dezen remarks their peculiarities and its strong personal commitment in pursuing them. This "fair play policy" don't hide to users that there are a small business with quantitatively small and exclusively men and human based outputs.

Communication channels used are website and social medias, mostly Instagram and Facebook. They are also present on tourist guides, websites and paper releases such as leaflets, delivered in B&Bs and bars. Some blogs specialized in Mitteleuropa have helped involving Dezen Dezen and other craftsmen with interesting results. Dezen Dezen also keeps on its website a section "How to style your Dezen", in which craftsmen or other interesting persons wearing their clothes and items are interviewed.

Activity itself implies highly customized relationships, so the "good old" word of mouth still proves to be efficient. Storytelling also lit the interest of media, with further TV and press interviews. Dezen Dezen also organizes workshops, directly involving customers also in printing sessions, showing them their story, their products and the way they work.
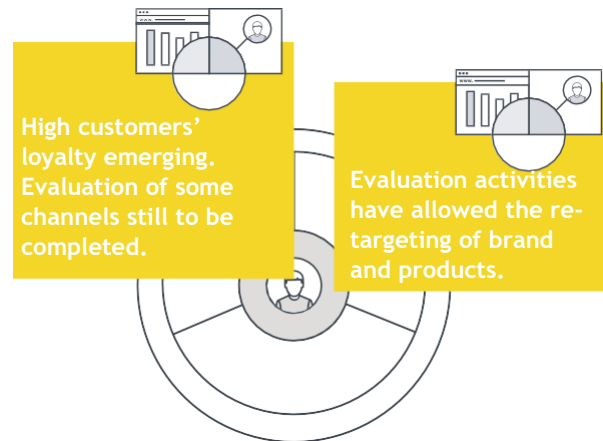
Channel strategy

Most of individual customers and end users directly come to Dezen Dezen shop in Trieste. Items are also sold through a smaller number of shops (mostly in FVG area, Istria and Croatia) and some wholesalers. Necessity is perceived of increasing this sales channel, being aware that merely exposing items prevents from communicating the story of the value of the brand. Evaluation is also ongoing with regard to some B2B channels, such as company gifts. Their webpage has a shop on line section: some orders come from Italy, Austria Croatia and Slovenia. Marco and its collaborators have also participated to many smaller fairs and local markets.

Very high internal sharing of brand values

Uniqueness vs. "mass fashion" productions and values as key communication elements

Storytelling capacity: tv and press releases.

Channels: web-site, blogs, social media, word of mouth. Presence on tourist guides

One-to-one relationships: participation to small fairs, organization of workshops and printing sessions

Direct sale, shop on line. Necessity of developing retail and wholesale channels.

Validation and evaluation building block

A highly customized checking of brand perception is constantly carried out with customers, users, and other stakeholders. Communication of their story is very appreciated, since it gazes a high interest - though mostly of tourists rather than resident population.

Feedbacks coming from the participation to more than 100 small fairs and markets have been evaluated and have allowed a re-targeting of the brand and of the products. Peculiarities and diversification achieved in Dezen Dezen activity have a feedback in contacts with customers, looking for both traditional crafts and also ethical and sustainable products. No statistics are available, and a direct evaluation of feedbacks coming from word of mouth has not been performed yet, though a high customers loyalty clearly emerges.

High customers' loyalty emerging. Evaluation of some channels still to be completed.

Evaluation activities have allowed the re-targeting of brand and products.

Practical Case:

M2Test

M2TEST

Idea, Mission and Vision

M2Test started its activity in 2016. It was established by dr. prof. Francesca Cosmi, professor of mechanical engineering at the University of Trieste and dr. Alessandra Nicolosi (they are also mother and daughter). Business idea moved from a call issued by Innovation Factory, which is the business incubator of Area science Park in Trieste. After passing the first step and a first six months period of incubation, the new start up began its activity. Prof. Cosmi capitalized her 20 years research experience in developing Bestest, a bone test, which is a medical device supported by a SAS (Statistical analysis system) sofwtare. Starting form an X ray analysis, software is able to produce a report about the bone fracture risk.

Company mission is based on a strong value (both entrepreneurial and personal) such as prevention in bone disease. Moreover, being osteoporosis mainly affecting women, a strong value is also the fact that the test is something provided by women (i.e. start-up's female shareholders) to women.

Vision of the company brand can be summarized as follows: innovative combination of mechanical engineering and medicine allows M2Test providing a unique, cheap, non-invasive and easy-to-make test, with a quick response availability. This guarantees an efficient prevention prior to disease outbreak, strengthened also with the help of a correct lifestyle (first of all appropriated nutrition).

Vision:

Providing innovative, non-invasive and cheap bone test
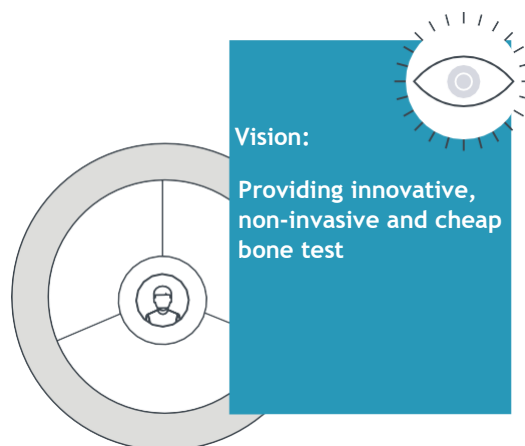
Contextual building blocks

Industry and Competitors

M2Test diagnostic tool has presently no competitors worldwide, since no similar engineering based product has been developed yet. M2Test desires to point out an important specification: test evaluates bone structure and it is complementary to bone density analysis.

Customers

Most of M2Test customers are physicians and outpatient facilities specialized in more areas of healthcare. Also strong cooperation with highly specialized hospitals and research centres (such as CRO Oncological centre in Aviano).Scientific validation High feedback of satisfaction by patients. Target of customers and users is to be found at national, European and worldwide level.

Concerning providers, M2test is also the distributor of X-ray related technology used, which shows a high reliability and confidence relationship with the provider.

Myself

Strength points of the organization are directly related with the innovativeness of its product/service, as described above. Business and brand development have been carried out internally with some external consulting structures. Internal and permanent resources dealing with IT (actually covered by external experts) and business development seem to be necessary, with the aim of assuring a passage from a start-up to a company of national relevance. Integration of the team implies also the availability of financial resources, also for evaluating possible additional services to be developed or provided in the future.
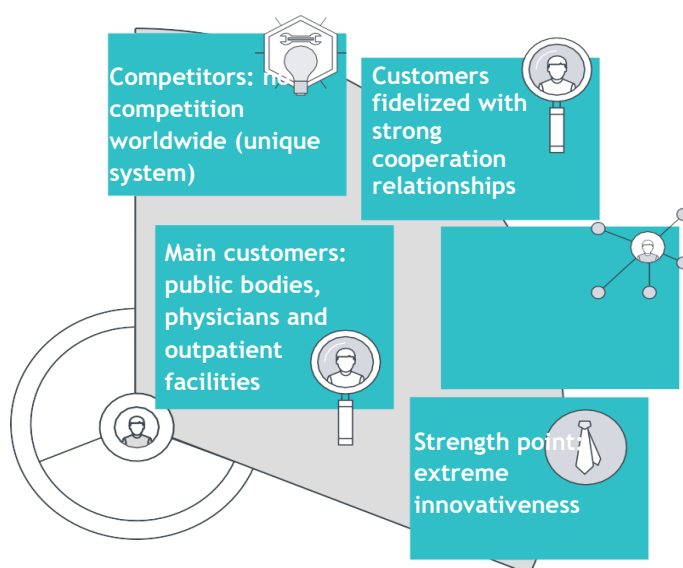
Development building blocks

Story

Peculiarities of M2test brand are related to several factors. Innovativeness, being the key element of M2Test is linked to its uniqueness and peculiarity. These elements are intensively combined and enhanced by the perception of a scientifically outstanding product, taking care of individual health and involving neither high costs or painful tests. It can be said that the brand personality can transfer the values, both scientific and human on which the company activity is based.

Visual elements

M2Test is an abbreviation meaning micro-macro testing. Company name M2 recalls also in a nice way the mother – daughter relationship existing (mother – 2nd daughter), so we can say that logo recalls a very "intimate" story of the brand. Triangles in the logotype recall the technology used in the process of image analysis used.

The brand name of the test, BES TEST is an acronyme of Bone Elastic Structure test. It shows the triangles (symbol of analysis activity) and the hand, on which the test is performed. Logos have not previously tested with actual or potential customers: this part of building block development was also prepared at a family and "intimate" level. Brand and patent regarding the product have been registered in Italy/EU and also abroad.

The title of a book written by Dr Amoroso and prof. Cosmi "Osteoporosis? No panic" has become the main slogan of M2Test. A further one, less used is an English one: BES TEST, a new test you can do today for a better and happier future".
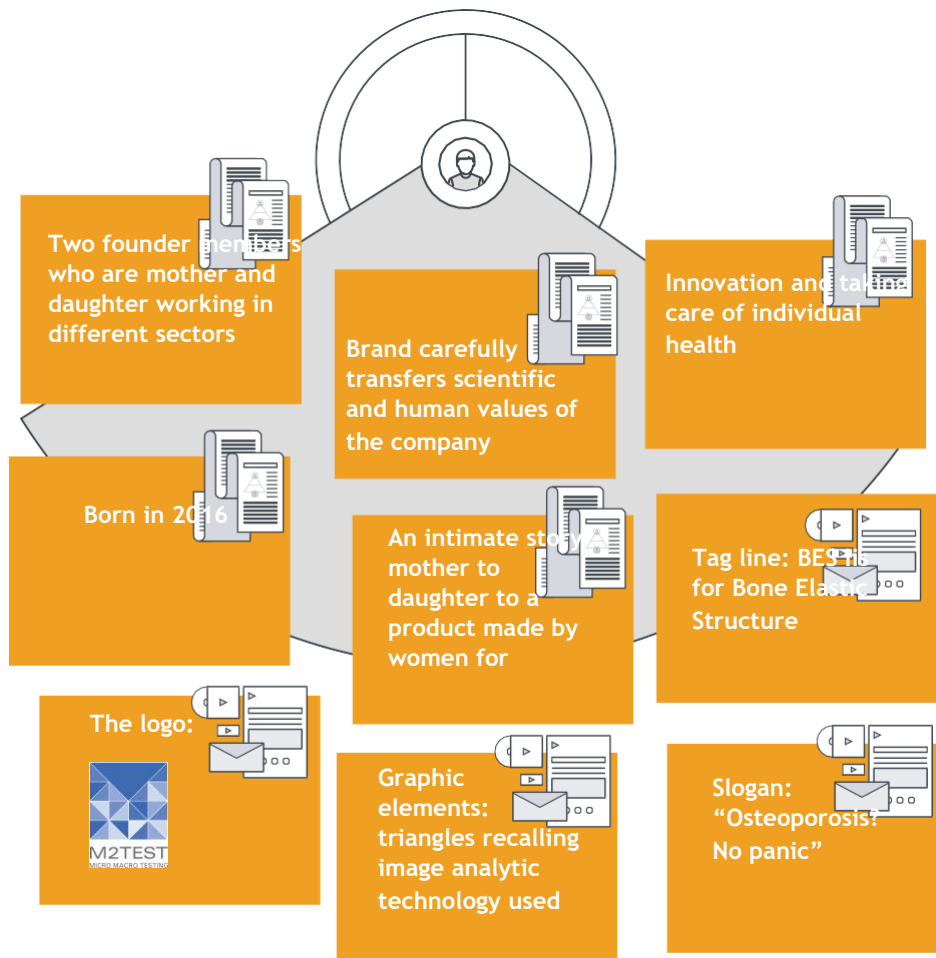
Implementation building blocks

Internal branding

High sharing of personal and corporate values as above described allows a constant DISCUSSION regarding company brand inside M2Test structure. Discussion and deep sharing of values (and not only of values) take into consideration the family relationship between the two shareholders.

Communication

The communication "strategy" of M2Test brand is addressed mostly to physicians as the main customers and users. Relationships inside medical sector needs an individual, highly personalized approach. This is mainly due to the fact that physicians need a strong scientific validation of the service provided, supporting its benefits and its added value.

The first available and exploited channel consisted on scientific community, mainly in respect of professor's Cosmi former experiences and acquaintances especially in biomechanics (e.g. Milan's Polytechnic University, NASA, institutes in Brazil and Japan). In medical and biomedical sector word of mouth has still a great importance.
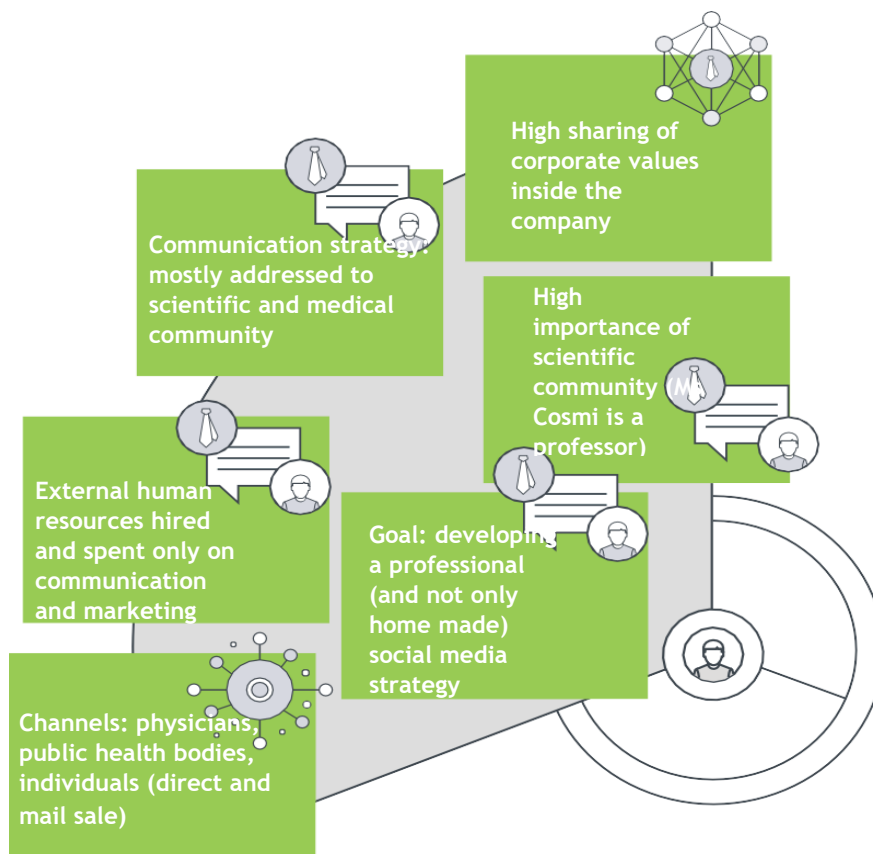
A second phase, still in implementation, regards social media. An external agency was hired, in view of allowing a broader involvement of potential stakeholders. Brand communication strategy is being furthermore developed, as more addressed to B2B (physician community, mostly using shareholder personal LinkedIn profiles and interviews on scientific magazines) and B2C (addressed to patients, with a strong use of FB, giving a high feedback). The choice of FB

page name was not to use company or brand name, but a more confidential "Osteoporosi Francesca", in line with the intimate sharing of the "woman to woman" product perception.

An important channel is also international sectorial meetings and conventions (above all SIOMS, international convention of bone diseases and osteoporosis experts).

Channel strategy

The test is mostly directly sold to physicians and public health bodies. Direct delivery is also made by sending the test to individuals who contact the company. Single persons also directly come to M2Test premises and make the test.

High sharing of corporate values inside the company

Communication strategy: mostly addressed to scientific and medical community

High importance of scientific community (Cosmi is a professor)

External human resources hired and spent only on communication and marketing

Goal: developing a professional (and not only home made) social media strategy

Channels: physicians, public health bodies, individuals (direct and mail sale)

Validation and evaluation building block

Customers, especially patients/individuals give a very important feedback to M2Test brand. Many actual or potential patients also directly ask for test availability with high request (also with patients physically coming to Trieste to do it). It directly proves the efficiency of the perception of brand its values and of its communication strategy with regard to this stakeholders – target group.

Important and excellent feedback given by customers

Stakeholders have a good perception of brand and communication strategy

INNO tools
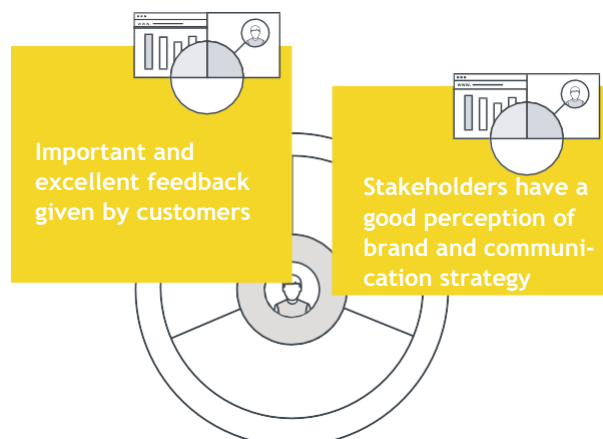
Practical Case:
## *MAST ICC SB*

WP 3.1.2 - Interview

MAST ICC SB (CULTURAL AND CREATIVE ENTERPRISE - BENEFIT COMPANY)

Idea, Mission and Vision

MAST ICC SB Srl is (as acronyms included in the company name show) a cultural – creative benefit company. The founders, Marco Arrigoni and Stefano Bonezzi started their activity in communication in the framework of a private association, rooted in their town ("You are from Monfalcone if...") and active on social media. In the framework of this association, they dealt with specific activity dedicated to local territory and community. One of its first product was a book of regional culinary recipes. Marco and Stefano decided so to join their experiences (the former as entrepreneur and the latter as a designer) and established Mast ICC in 2017. Activity actually focuses on event organization and advertisement promotion. A new brand, DeGusto FVG is being developed inside a project financed by EDRF, whose content is the development of a web based platform to promote top food productions and producers in Friuli Venezia Giulia, also as tourist destinations.

MAST summarizes its own mission as follows: create and plan events and creative services in an eco-sustainable way. Activity performed aims to spread positive elements and to reduce negative effects on territorial communities, local environment, cultural heritage and social activities, especially performed by bodies and associations.

Vision is strongly focused on ethics and sustainability values, which are also key personal motivations. They also led to choose the legal form of benefit company. Competence in providing a high quality service is combined with addressing creativity towards a benefit for the territory, enhancing and strengthening its culture and welfare.

Vision:

High quality creative and cultural services, sustainability and benefits for the territory.
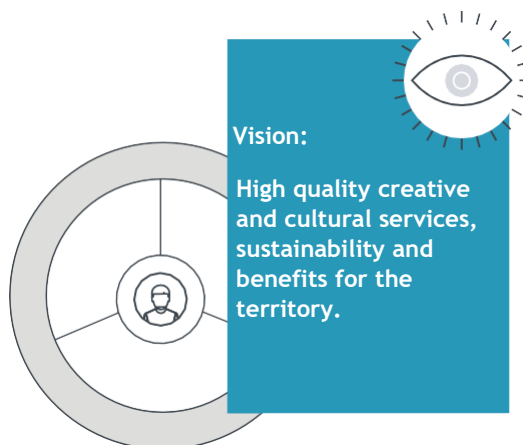
Contextual building blocks

Industry and Competitors

As a cultural and creative company, MAST provides services as events organization, advertising, publishing. Competitors are all agencies, professionals and companies dealing with the same services. Sustainability, care for local territories, community are the brand elements which diversify Mast ICC from other providers of similar services in event organization and promotion. This modus operandi is carried out notwithstanding the awareness that it implies higher costs.

Customers

The most important requests of services come from public bodies and associations. MAST also sells its services also to enterprises and professionals: this is a customer sector, which the firm would like to develop. A great care is also taken in choosing local providers capable to share MAST ideas of sustainability and to help spreading on the territory the benefits coming from activities organized.

Myself

Marco and Stefano efforts aim to positioning MAST's brand at a medium-high level. A key element of the brand are the effects of their activity on their territory: in a very natural way they cared for this element, putting enthusiasm and diversifying themselves from an "ordinary" enterprise, mainly focused on profits. "Creativity at the service of our territory" has been their first slogan and the main theme of their activity. Maybe this strong link with the territory is also a limit in MAST's output, since they are a small firm and promote a rather small territory without big resources (also financial). A strong activity of looking for public funding opportunities and the consequent participation to calls is performed, thanks to their internal know how.
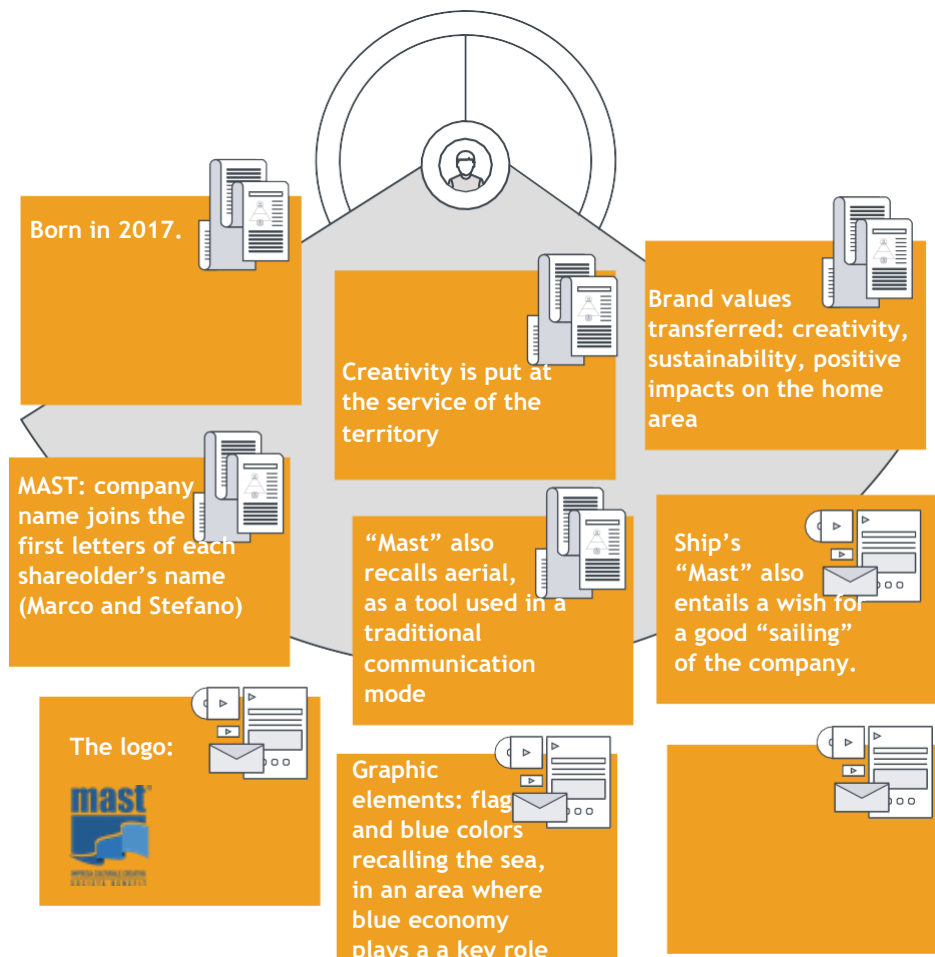
Development building blocks

Story

Stefano and Marco openly state that the core element of MAST's brand is putting creativity to the service of the territory, aiming at collocating their activity at the highest possible level. The search of excellence is related to selling a high-quality capacity in view of maximizing profits, but bearing in mind that the value of profit is connected to social impact and ecosystem, pursuing a strong return on the territory.

Visual elements

Brand and company name MAST have more meanings. The first two letters of the owners' names (Marco and Stefano) also mean "mast" (both meanings of aerial, as an old communication tool, but also ship's mast, i.e. the element allowing a good sailing). The flag in the logo is also a navigation element and its blue colours recall the sea. The region and the city of Monfalcone have a strong relationship with the sea, especially regarding their economy. De Gusto logo has the letters and elements inserted in a fork, which is a "key tool" in feeding.

Born in 2017.

Creativity is put at the service of the territory

Brand values transferred: creativity, sustainability, positive impacts on the home area

MAST: company name joins the first letters of each shareolder's name (Marco and Stefano)

"Mast" also recalls aerial, as a tool used in a traditional communication mode

Ship's "Mast" also entails a wish for a good "sailing" of the company.

The logo:

mast

Graphic elements: flag and blue colors recalling the sea, in an area where blue economy plays a a key role

Internal branding

Brand key elements are fully shared inside the company between the two founders. The development of the band is managed internally. Human resources dedicated to the implementation of single projects bring their specific competences inside the working group. Their work is addressed to the achievement of the single objectives, with a full awareness of all values and elements of the brand.

Communication

A strong web diffusion of MAST and of its brand is constantly carried out with the use of the website and social media (Facebook, Twitter, Youtube, Instagram, and LinkedIn). Facebook business profile is also used to manage profiles of other businesses. Website has been wholly internally prepared and implemented. No money has been spent for direct promotion. A web marketing plan has not been prepared yet, though MAST carefully takes care about the visibility of its brand.

Channel strategy

Contacts, made on the basis of communication channels above described, bring to individual direct relationship with potential customers. Each specific contact leads to a specific need analysis, with the proposal of the most fitting solution. Services are provided on the basis of highly customized relationships, and they can be delivered only in traditional ways.
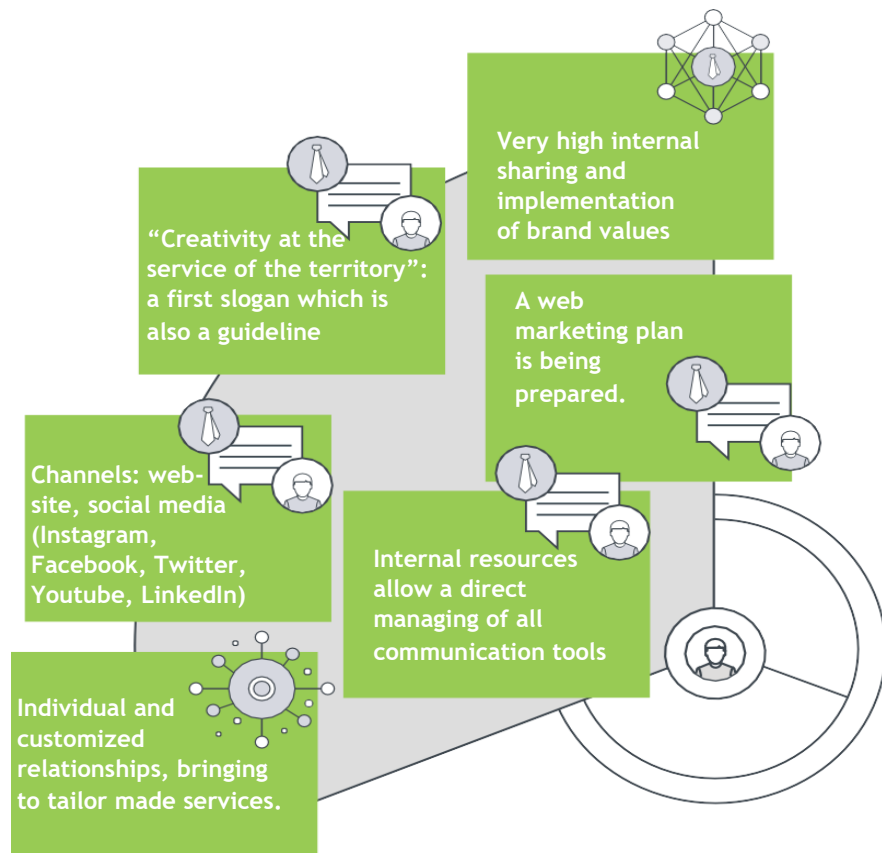
Validation and evaluation building block

Being a benefit company, MAST is obliged by legislation to draft every year the so called "document of social impact". Moving from this legal provision, they have chosen to share the core principles of their activity with the customers (directly and also with a special section of their website), raising their awareness on its social impact. Brand evaluation has also involved public institutions, whose positive feedbacks are to be found in further cooperation proposals. Moreover, De Gusto platform idea directly arises from contacts and collaborations with food enterprises, so it can be said that not only the development, but the very genesis of the tool and of the brand has been shared among MAST and its customers.

Evaluation of social impact of MAST's activity is required by legal provisions.

Core principles and results of their activity are shared with customers and stakeholders.

INNOtools
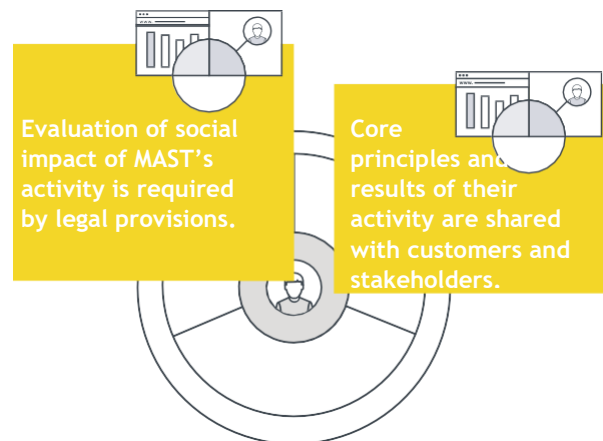
Practical Case:

Northernstar Project
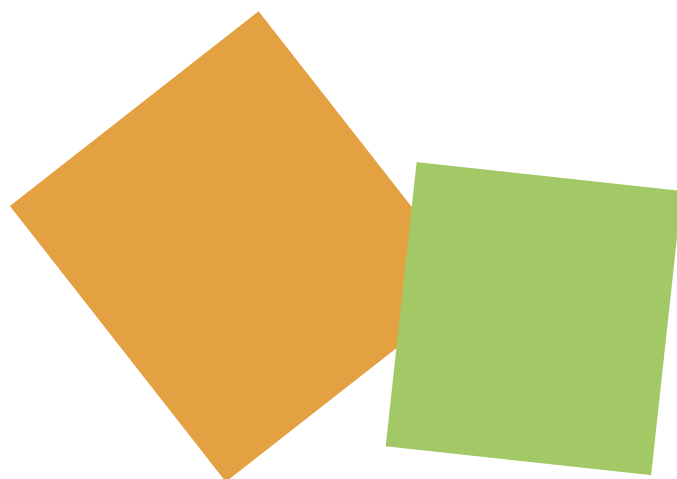
NORTHERNSTAR PROJECT SRL

Idea, Mission and Vision

Northernstars deals with projecting, merchandising and providing services, related to personal safety in extreme and working environments. Ms Elisa Godina (CEO) and her shareholder come from previous experiences in military forces and Civil Protection. Starting in 2012 with the development of a drone, their activity furthermore focused on using high technologies with the aim of granting personal safety to individuals, mainly operating extreme environments and scenarios. Their first business idea was more concerned with providing psychological rather than technical and training support. Soon this initial project seemed them not to be enough customized. They progressively diversified it into different products/services, targeted to armed forces, emergency operators and enterprises. Actually, Northernstar Srl deals with: a) ICT, i.e. electronic and communication devices and connected services; b) tools and consulting dedicated to armed forces, dealing with security related activities, mostly regarding physical persons; c) a third brand still being developed which shall be soon improved and implemented, dedicated to job safety.

Diversification of activities allowed a more precise development of their mission, which focuses on bringing safety and safety related culture in customers' environments, with the use and support of high technology. All members share perception of safety also as a strong personal value, in which they put all their personal and professional experiences.

Northernstar's vision is not to be a mere product/service provider, but an actor offering and implementing highly value added services, with a constant care of specific needs of each customer. According to this vision, the company has made the effort of diversifying of their branding for each of their main activities.

Vision:

Bringing safety and safety culture in business and risky environments with the support of high technology

Contextual building blocks

Industry and Competitors

Competitors dealing with safety tools are mostly interested into the mere sale of their product. Northernstar plus is to be found in providing collateral and highly customized services offered. This involves a major cost of their products/services in respect to those provided by competitors. Cost is directly depending of their tailor-made service offered besides product, even if this takes a long time for implementation and a highly customized consultancy activity.

Though several competitors efficiently deal with safety consultancy, a small number of them (especially at a national level) provide safety combined with high technology. A new offer is arising with the support of technological tools using virtual and augmented reality. Several operators in European area are more up-to-date on this point.

Customers

About the 75% of Northernstar customers are private enterprises and professional users (also as individuals), dealing with security activities and with specific necessities related to job safety. The biggest part is made of national customers, while international markets are to be approached from next year.

They also worked with Italian public defence service. The company wants to keep this channel open, even if they are aware that they are a small company and that especially in the last years working with public actors is highly influenced by bureaucratic complexity and rather long payment terms.

Key suppliers are mainly producers, distributors and intermediaries of technological devices. They all are very loyal customers, having with Northernstar also confidential relationships.

Myself

Strength point of this firm is to propose itself as a high value-added partner rather than a mere provider, becoming a reference point for services provided. The aim is to help enterprises overcoming the imperfect perception of risk related to their activity, supporting them in an actual implementation of complex duties and provisions concerning safety. There is a clear perception that this goal can be achieved only with a strongly brand-related activity. Such a task is achieved producing contents who represent a real value for each end customer, with the awareness that it needs time and efforts. Internal resources skills allow the performance of this branding activity, with some external support as regards the communication and customers' relation management.
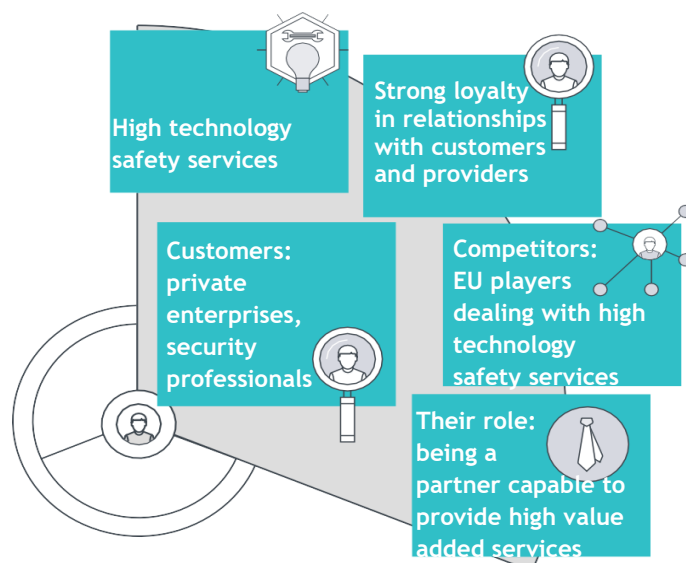
Development building blocks

Story

Northernstar Project (NSP) is a specialized partner that deal with the optimization of field workers, service, and assets. NSP goal is to provide companies in the field service, transportation/distribution, military, government, public works, and utilities industries with equipment, mobile technologies and related services that can be used to improve safety, security, productivity and drive efficiency.

Northernstar project first developed a general brand corresponding to this name. It just remained the company name. Diversification of services brought to the development of different brands, we'll deepen: Extrematech, Lock and Load, Supervisia. Extrematech was the first specific brand (not yet registered), the new ones have been created later and their implementation is still ongoing. A "fil rouge" can be found in sentences: "mission critical innovation", remarking that innovation is "our mission" and "the basis for a competitive society".

Visual elements

"Extrematech" was the first specific brand name developed. The name was chosen since it communicated the use of technologies for assuring safety in extreme environments. The development of this brand entails the need of a deeper customization.

Brand related to safety in armed forces is "Lock and Load", a sentence immediately recalling military activities (whose meaning is "ready to action"). Slogan is still under evaluation.

"Supervisia" is a third brand, dedicated to activity of a job safety supervision with the support of high technologies. The name wishes to communicate the perception of safety tools and procedures as an electronic colleague, which starts acting in a critical situation potentially dangerous. Slogan is still being tested.
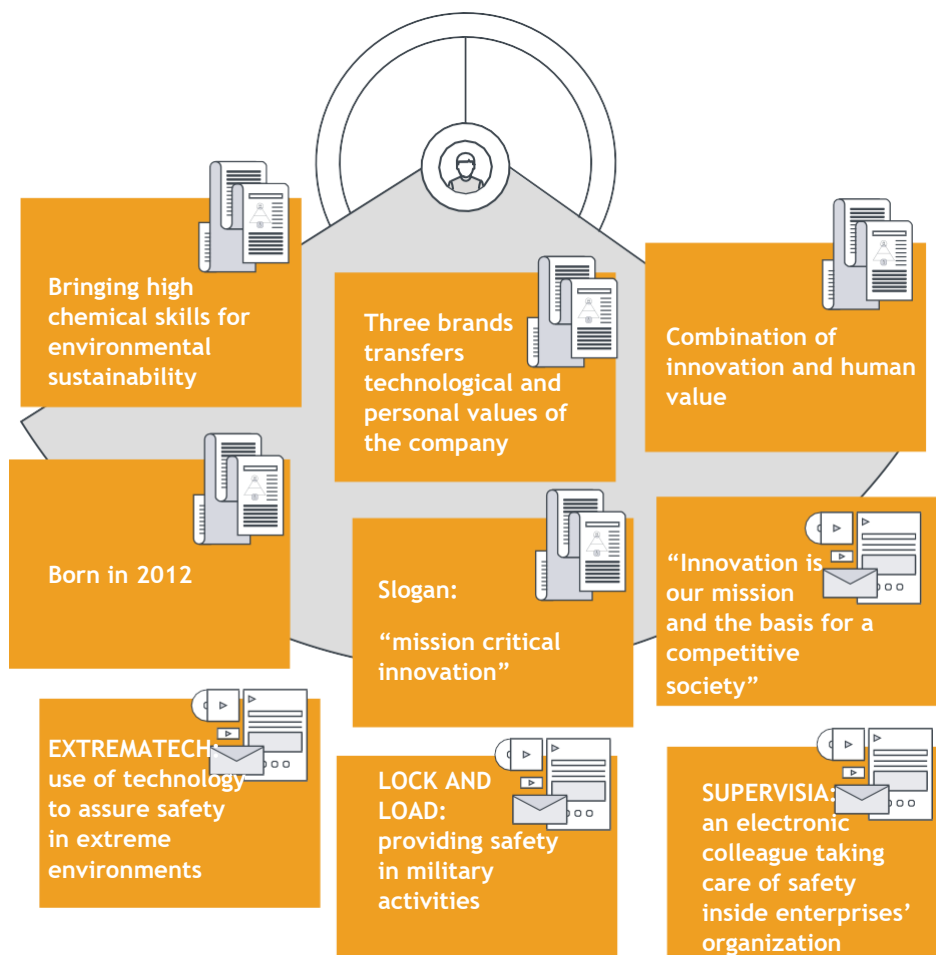
Internal branding

Shareholders and CEO constantly share personal values and experiences in building the brands related to their activities. Commitment in internal building of the brand is very high: it is possible to say that in a very small structure such as Northernstar, sharing cultural elements and internal communication is somehow a "daily bread".

Communication

In the last years Northernstar has been implementing its branding activity especially enhancing its presence on social media. Contents are highly customized in respect of each users and potential customers.

Since 2 years ago communication activity has been committed to external expert. This policy didn't prove to be satisfactory. So the shareholders have decided to deepen personally both marketing strategies and the use of communication tools. Communication is still developed by external experts, though decisions about contents and their production are defined internally.

Northernstar deals with a very peculiar niche-sector. Contents and communication tools must be highly customized. Implementation of social media tools started just two years ago. Tools mostly used are What'sapp (for customers service) or Telegram (for information addressed to a broad, potentially unlimited number of persons). BOTs are used to develop a FAQ list open to potential customers. LinkedIn is used as a professional channel. Pinterest is dedicated to share operative ideas, helping to spread recommendations for the use of services. On Instagram they post pictures, helping to bring users to their website. Feedbacks on use of social media are positive. Nothernstar still uses paper newsletters, mailing lists and promotional material, with further follow-ups. This communication mode is preferred for B2B communication.

Channel strategy

In the beginning Northernstar used the on line sales channel. They gave it up in favor of a new customers policy. Potential customers become aware of their needs with the help of adequate free of charge on line and off line informative materials. This "nurturing" process is indeed longer, but allows a first degree of "light consultancy", so that the customer becomes more acquainted with the possible service, solving all his previous doubts and avoiding the purchase of a product not fitting to his needs. Once that the contact is made, a further step is providing more specific materials, getting to define the most fitting product to customer's needs, in view of achieving the sale objective. Informative materials take into account the different business lines of the company, and are targeted on each final user, which can be an individual or a firm.
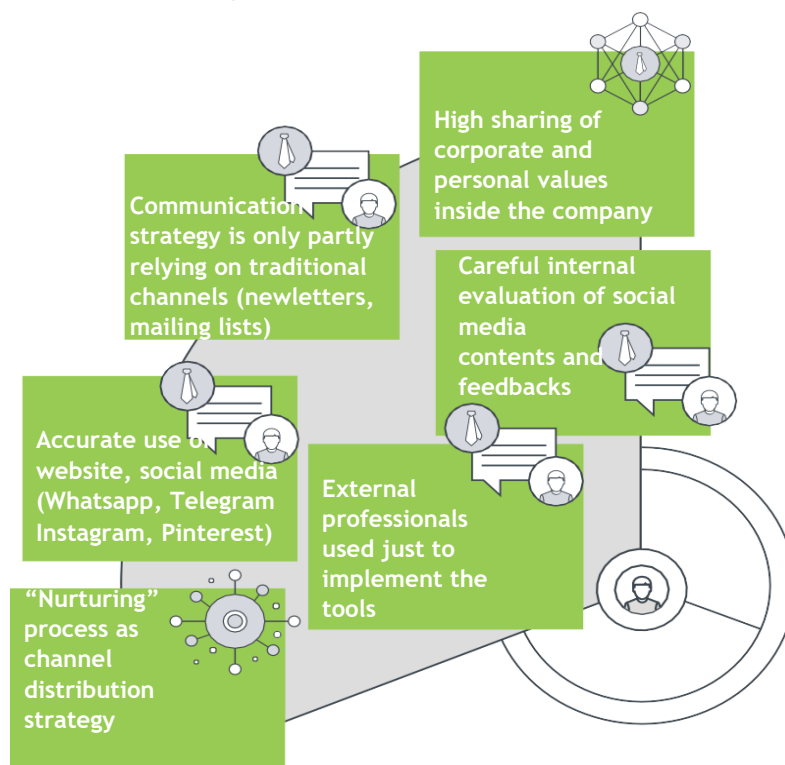
Validation and evaluation building block

Final users are involved in the process of the branding creation, especially as testimonials. Northernstar has implemented a system for a feedback evaluation of services provided. Results are used also to disseminate their activity on various channels and to introduce them to potential customers. This customers' relation management system needs a higher involvement of professionals. External resources are necessary and used to carry on this activity, consisting in approaching constantly (though without insistence) key persons inside customers organization.

Practical Case:

Picosats Srl

WP 3.1.2 - Interview

Picosats Srl

Idea, Mission and Vision

The corporate mission of Picosats is the improvement of remote connection worldwide, especially using satellite coverage.

The idea relies in the consideration that more than 16% of the whole world is currently unable to benefit from any kind of network connection.

The vision of the company is fully embodied by the two different products manufactured.

Picosats srl has developed during the years an innovative component for miniaturized satellites which could be manufactured by 3D printer. This plastic component has been studied to destroy itself in orbit during the way back in order to have a minimal environmental impact. Finally, it can be turned into a rover. This product perfectly embodies the research and development dimension (vision) of Picosats.

The second product Picosats is currently working consists on a miniaturized high frequency telecommunication system for small satellites, that should be made available on the market by 2020. Its new high frequency band permits it to perform better than other already developed systems. Moreover, it can operate as a transceiver, which means it can both processing incoming data and transmitting outgoing data, making it the first in its class on the market. It represents the business dimension (vision) of the company, which is actively proposing it to several industrial sectors, such as shipping and maritime.

Mission:

Improving of remote connection worldwide

Vision:

Combining scientific research and business dimensions
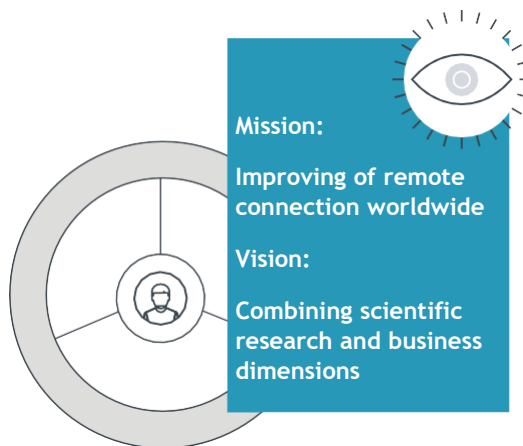
# Contextual building blocks

Industry and Competitors

There is only another one prototype of radio system for satellite, developed by a spin-off of Nasa. There is few information about it, because it was developed by a governmental institution. Nevertheless, it seems that this system could only receive data and it could not to retransmit them.

Customers

The European Space Agency and public bodies complying with it are the main customers of Picosats. There is not specific commitment of the customers in building the branding of Picosats, though a strong sharing with customers of the values staying behind the company is to be pointed out, and above all, benefits coming from a broader availability of the connection.

Myself

The development of a highly specific product worldwide (not taking into account USA competitor as a spin-off of Nasa dealing with a technology mostly with military application) enforces the perception of Picosats as a unique producer and provider of services. Its identity, perceived and communicated with strong connection to its main values, show no necessity of entailing a diversification with other (currently unexciting) competitors.
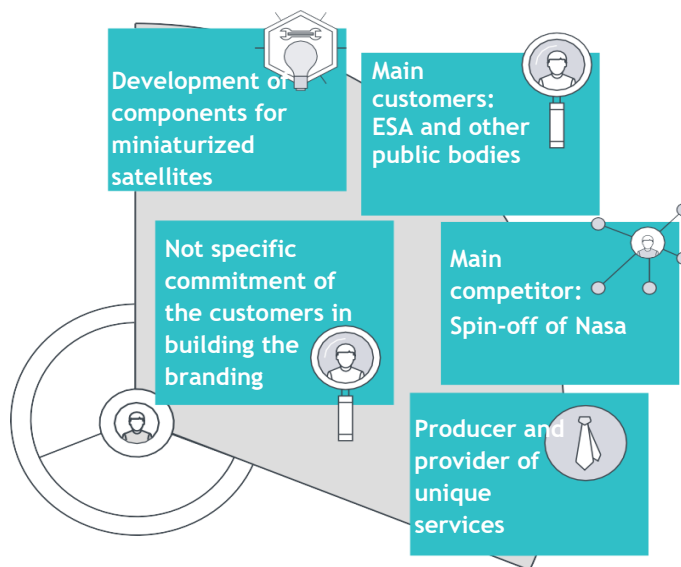
Development building blocks

Story

PICOSATS is a spin-off of the University of Trieste since 2014. The idea arose within the academic background in the Astrophysics Department of the University of Trieste, where the founder dr. prof. Anna Gregorio operated as an associate professor of Astronomy and Astrophysics.

Visual elements

The corporate's name was chosen quickly to start immediately the activities of the new born company. The name Picosats is composed of: Pico (which means Piccolo, small), SA (which refers to Satellite) and TS (which is related to Trieste).

The company brand name is coherent also in regard of the brand names of the two main products: Bricsat (Polymeric modular structure for small satellites) and Radiosat (Miniaturized Ka-Band radio for small satellites), developed under the supervision of ESA. The logos of the latter products/brands are made of a cube seen from a perspective viewpoint, recalling the shape of the small satellites. Bricsat's logo depicts three more cubes to communicate the possibility of multiplying the small devices. Radiosat's logo have graphic signs representing radio waves and the signal communication.
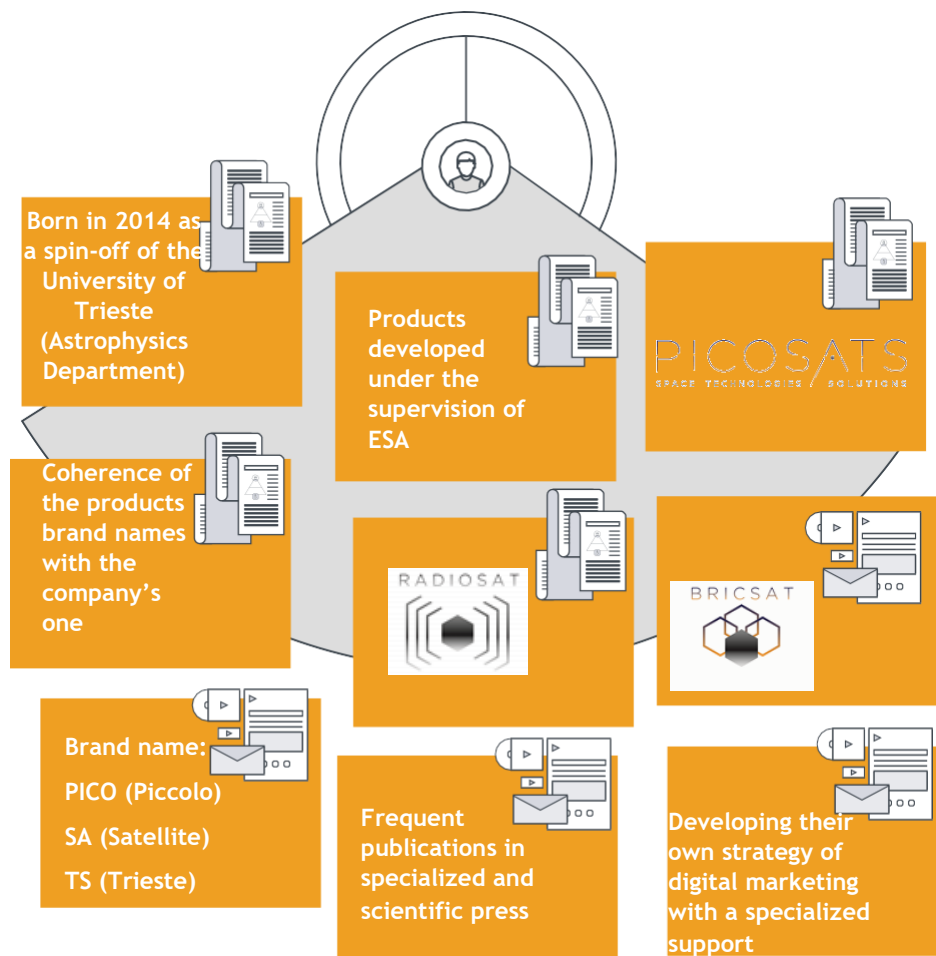
Implementation building blocks

Internal branding

The brand of the company is not too highly built inside it. Nonetheless a strong perception and sharing of the core values imprints the company idea, i.e. the scope of disseminating the results of scientific research for improving living conditions of the population groups and communities.

Communication

The staff of Picosats has participated to Trieste Next, festival of scientific research, and EU Industry days in Brussel during these years. Professor Gregorio underlines the world wide range of Picosats renown, stressed by the interviews with Forbes and Il Sole 24 Ore. The commitment with ESA provides a strong channel of dissemination of products and processes, such as the frequent publications in specialized and scientific press.

The company's staff make a large use of web and social media channels for marketing, especially Twitter and LinkedIn. Furthermore, they are developing their own strategy of digital marketing with the support of a specialized promotional company headquartered in Milan.

Channel strategy

Products haven't been sold yet, but their commercial launch shall take place in a short time. Being a niche product, sales will be made through direct contacts. A further sale channel will be the so-called "cube satshops", one-stop shops where it is possible to purchase also single satellite elements. Picosats has already made contacts with these peculiar e commerce operators. Specific human resources will be employed for an appropriate management and follow-up of sales.
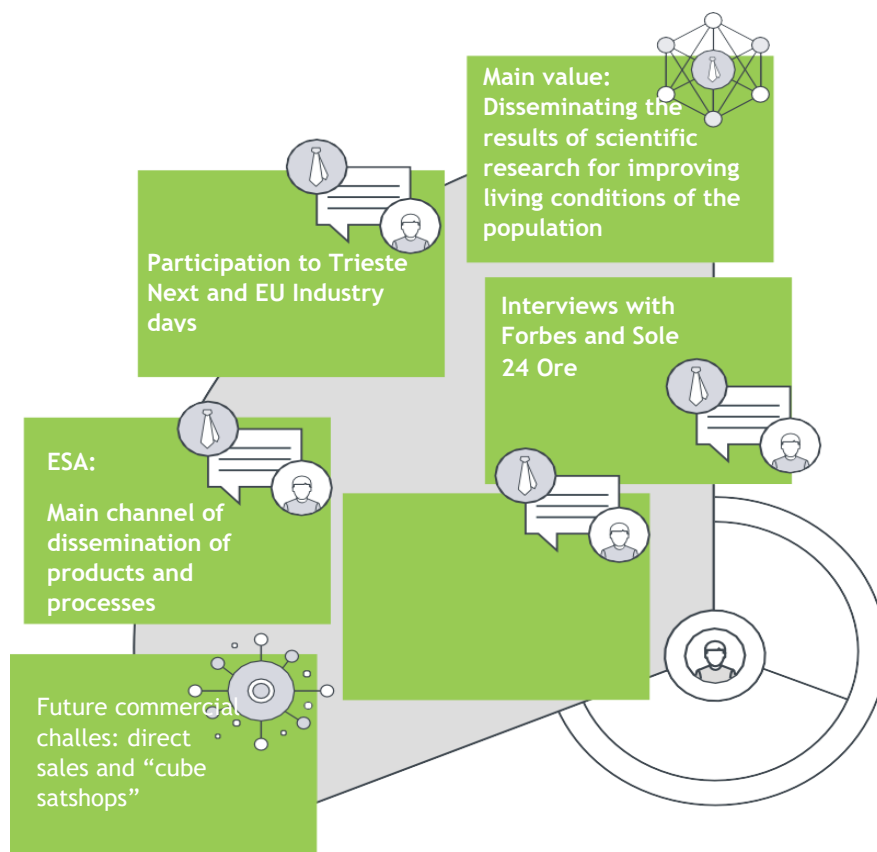
Validation and evaluation building block

Besides the activites pointed out when describing internal branding, a brand evaluation hasn't been performed yet, especially due to the fact that activity has been focused on product development and not on sales. A brand evaluation and validation involving customers and other stakeholders seems somehow premature.

INNO tools
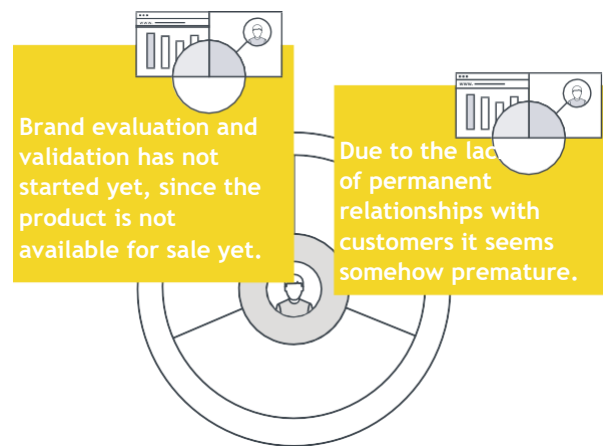
Practical Case:

Ride IT

WP 3.1.2 - Interview

RIDE IT

Idea, Mission and Vision

Ride IT aims at developing a better cycling tourism service for the local area. Although there are several facilities related to cycling tourism on the FVG territory, there is a lack of services concerning this sector. Ride IT srl offers two combined services: firstly, they offer a bike sharing service focused on tourism market. Every bike is equipped with a geo-referenced lock, typical of free-floating system, which can be unlocked by using the specific app. The service is based on flexible cycle station showed on the map where the customer can directly rent the bike. Furthermore, the geo-referencing system has been a very useful to know the touristic trends on the territory during the years. The stations can be moved on the territory during the year following the changing touristic flows. This system allowed to considerably reduce costs. During their first operational season they arranged the creation of five stations set in the area of Grado and Aquileia. Secondly, they offer an audio tour service available from the app. The idea is to develop a tourist offer based on cycle tourism to promote attractions of the local territory and to raise awareness of its unique characteristics. The territorial natural and cultural heritage is one of the main entrepreneurial goal and value of the business.

Vision:

Promoting attractions of the local territory and to raise awareness of its unique characteristics
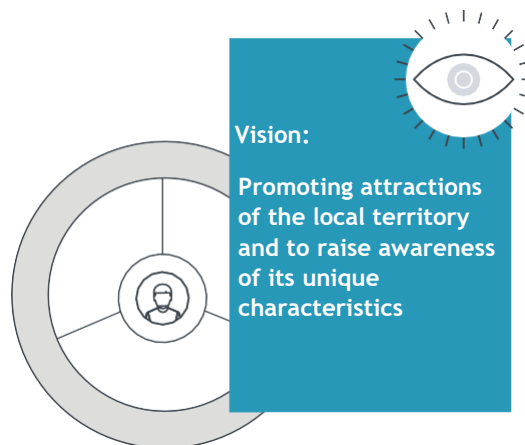
Contextual building blocks

Industry and Competitors

Their innovative system, based on bike sharing and audio tour service, represent a unique offer in the cycle tourism and bike renting sector. The main competitors are foreign large-scale enterprises which are currently operating on the Italian market. This type of economic subjects can benefit from larger equity and human resources, nevertheless Ride It can count on its flexible structure which permit it to better adapt to market demand. It is necessary to point out that all the companies which are working in this field have to face the same difficulties: firstly, problems linked to the compatibility of the app with different mobiles and smartphone systems, secondly difficulties resulting from the Italian bureaucratic administration.

Customers

The app of Ride IT provides statistical data of their clients, so the management board can be immediately aware of their customer base. The main users of their services are private tourists from other parts of Italy which represent 80% of their base. Moreover, another 10% comes from Austria, whereas the remaining 10% is native of Czech Republic, Hungary and other countries. It is necessary to stress that touristic flows and site visited changes according on seasons, for example the major part of foreign tourists visits Grado during summer. This analysis system is very useful to improve their services offer in the future.

Myself

The management board believes that the combination of two original elements, such as bike sharing and audio tour service, is the main asset of business. They are undoubtedly pioneering in this sector for the type of service offered. Another important mainstay of the company is the flexibility of their digital system, which allow to keep the service efficient regardless of increasing touristic flows. The digital control board enables a fluid management of the rent and payment processes and the app's function simplifies the lock/unlock movements. Furthermore, the system permits the modification of the rental stations and the easy uploading of new audio guides. Concerning their perceived weaknesses, they assume the large use of digital technology could also negatively affect their business from a certain point view. The app development process is complex, expensive and it needs a long testing activity before the achievement of a full functioning of the system. For example, the app doesn't work perfectly with certain smartphones system and a small group of clients had some difficulties to unlock the bike. Moreover, several problems arose from the multifunctionality of the app which provides both the geo-referencing system and the audio tour service and it manage the payments and the lock/unlock movements. To overcome such problems, that pertain mainly to technical aspects, the company combines its internal knowledge with some external partners with specific IT knowledges.
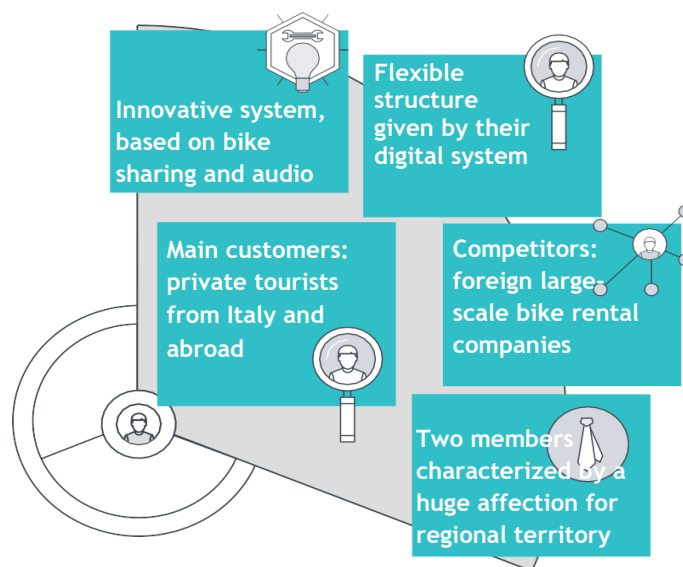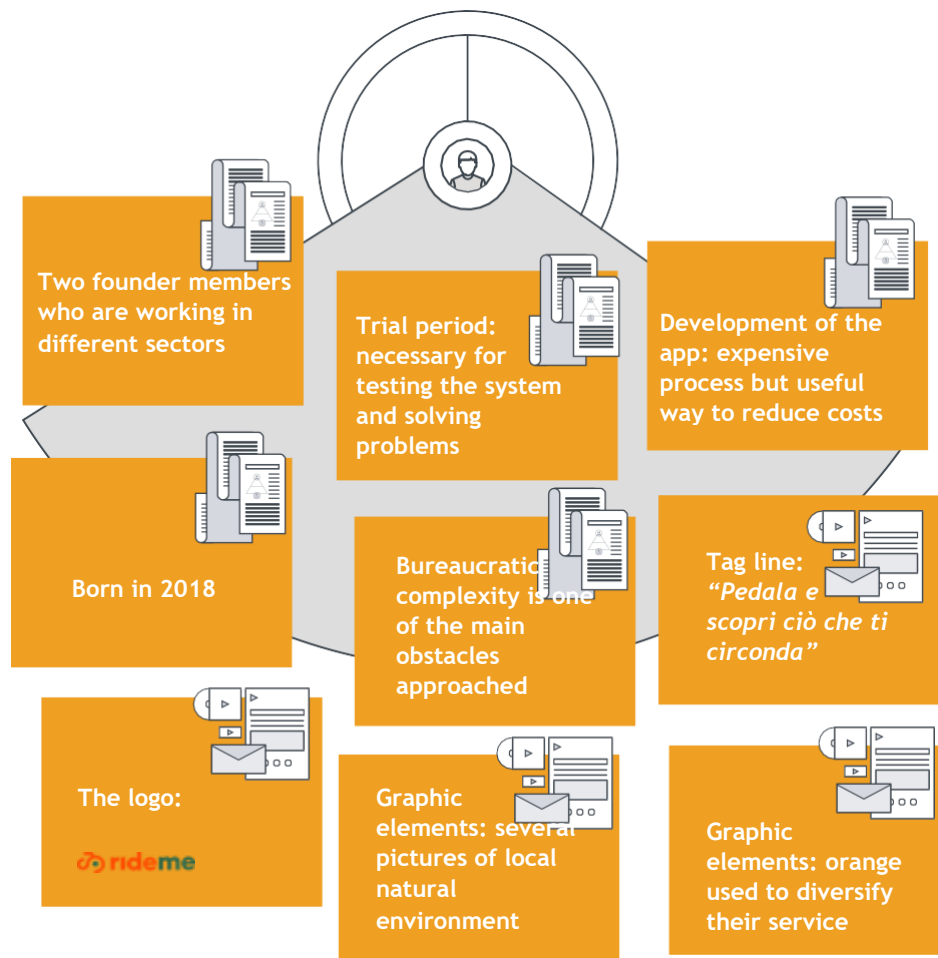

Development building blocks

Story

Ride IT srl was born in 2018 but they have started being truly operative at the end of the last working season. The company was founded by two members who are currently working in other sectors, nevertheless they are characterized by a deep love for the regional territory and its natural attractions. Beginning their activities during the low season has been a good choice, because they could have tested the system and solved several problems. It was also a good chance to analyze the different trends between different touristic seasons and to study new locations for rental stations. Moreover, the first period was useful to complete all the bureaucratic aspects which were a quite complex issue. The development of the app was complex and expensive, nevertheless it was a profitable investment which achieved reducing the operational costs of the business.

Visual elements

Ride IT has not developed an official slogan, nevertheless it uses the tag line "*Pedala e scopri ciò che ti circonda*" at the opening of the app, which can be a sum of company vision and offer. Regarding the graphic elements there are several pictures of local natural environment which can be visited during the rental. Furthermore, it was chosen the orange as main colour used for the logo, the app and their bikes, because it is bright and recalls spirit of adventure. The use of orange on bikes aims also to diversify their service from other bike sharing services.

Two founder members who are working in different sectors

Trial period: necessary for testing the system and solving problems

Development of the app: expensive process but useful way to reduce costs

Born in 2018

Bureaucratic complexity is one of the main obstacles approached

Tag line: "*Pedala e scopri ciò che ti circonda*"

The logo:

Graphic elements: several pictures of local natural environment

Graphic elements: orange used to diversify their service

Implementation building blocks

Internal branding

As already mentioned, the fundamental value of Ride IT is the territory care which is expressed either by the promotion of the knowledge of local naturalistic attractions and by supporting an idea of sustainable touristic offer.

Communication

They express the will of strengthen their communication channels strategy. There are in a start-up phase yet, so they are waiting to secure the business growth before investing in new communication strategy and resources. They feel the need to find a dedicated person specialized in the commercial and communication side, who enhances marketing activities. Moreover, they desire to improve their digital marketing skills and knowledge in order to develop their own digital and social media marketing strategy.

The company has a website and several social media profiles, including Facebook and Instagram, nevertheless digital channels have not a pivotal role yet in their communication strategy. They mainly use their membership within specific local business network and cluster involved in tourism industry, such as "*Consorzio Grado Turismo*", to promote and communicate their brand. Furthermore, they use traditional communication channels, including foreign newspapers; they achieved to carry out an interview with an Austrian newspaper with the support of "*PromoturismoFVG*".

Channel strategy

The app is delivered exclusively through Google Play and App Store, where it is possible to download it. Through the app it is possible to register by creating an account, to subscribe the contract and to accept the general conditions of the contract. All operations, included the payment of the fee are performed with the support of the app.
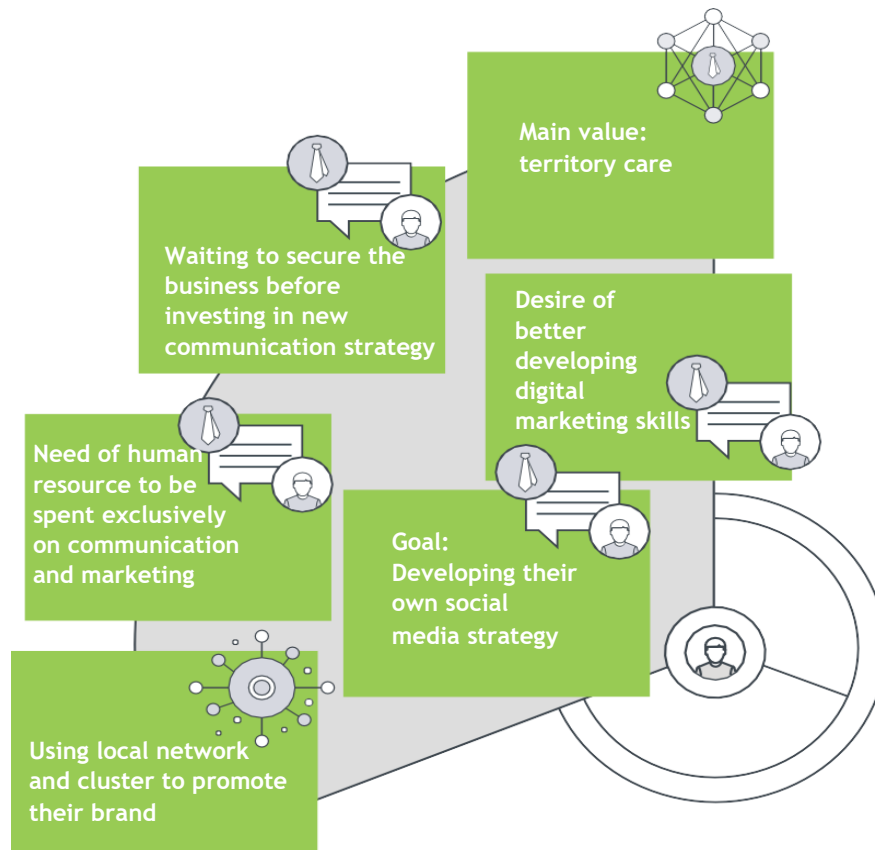
Validation and evaluation building block

They gave the chance to their customers to provide feedbacks about the app and its functions. They received several advices from "*Consorzio Grado Turismo*" and they are currently planning to ask for feedbacks and advices also from hotel accommodations. After having received some feedbacks, they are planning on offering the audio tour service to bikers separated from the bike sharing to diversify their touristic offer. They express the intention to adapt their services to a logic of off-season and sustainable tourism.